

CITY LIGHT DIVERSITY, OUTREACH AND INCLUSION

DaVonna Johnson, Administrative Services Officer
March 21, 2017



CITY LIGHT EEO PROFILE

March 17, 2017

Group	Women	Black and African American	American Indian and Alaskan Native	Asian	Hispanic
SEATTLE CITY LIGHT % of Total	29.80%	11.40%	1.30%	18.10%	4.90%
OFFICIAL/ADMINISTRATOR Percentage of Total Availability Rate	44.30% 32.66%	1.40% 5.38%	0.00% 1.03%	10.30% 11.95%	2.10% 3.00%
PROFESSIONAL Percentage of Total Availability Rate	41.70% 36.56%	8.70% 5.03%	0.40% 0.81%	24.40% 17.71%	5.00% 3.12%
TECHNICIANS Percentage of Total Availability Rate	23.00% 31.42%	5.40% 5.37%	0.70% 1.04%	18.90% 16.49%	4.1% 3.2%
PARAPROFESSIONALS Percentage of Total Availability Rate	60.30% 66.10%	8.80% 11.34%	1.50% 0.00%	14.70% 16.49%	8.80% 4.83%
OFFICE & CLERICAL Percentage of Total Availability Rate	66.10% 67.69%	22.40% 14.81%	1.80% 1.14%	32.70% 21.30%	6.10% 3.93%
SKILLED TRADES Percentage of Total Availability Rate	7.20% 8.35%	11.70% 8.03%	1.70% 2.05%	10.20% 7.83%	4.60% 5.46%
SERVICE & MAINTENANCE Percentage of Total Availability Rate	17.20% 22.15%	13.00% 11.05%	3.60% 2.39%	16.00% 9.90%	4.70% 10.25%

CITY LIGHT 2016 WORKFORCE DEMOGRAPHICS

OVERALL

The targeted outcome for Seattle City Light: A workforce that is representative of the community that we serve. This means that the race and gender demographics of the Seattle City Light workforce in all job categories will mirror the census data for King County.

**SCL 2016 Statistics*

Group	Women	Black/African American	American Indian and Alaskan Native	Asian	Hawaiian and other Pacific Islander	Two or More Races	Hispanic	White	Not Specified
King County	50%	7%	1%	7%	1%	5%	8.9%	62%	N/A
Seattle City Light* 2178 total	34%	11%	1%	18%	1%	3%	4%	59% (-1%)	2%
SCL Skilled Trades* 393 total	8%	11%(+2%)	2%	9%	1%	4% (1%)	4%	68%	3%
Professional 775 total*	44%	8% (-1%)	0%	24%	1%	3%	4%	57%	2%
Official/Administrative or 110 total*	46% (+3%)	13% (-2%)	0%	12%	1%	5% (1%)	3% (1%)	65% (+2%)	1%

CITY LIGHT 2016 WORKFORCE DEMOGRAPHICS

New Hires/Rehires

Group	Women	Black/African American	American Indian and Alaskan Native	Asian	Hawaiian and other Pacific Islander	Two or More Races	Hispanic	White	Not Specified
Seattle City Light* 158 total	30% (-5%)	5% (-1%)	1% (+1)	11% (-6%)	1%	<u>4% (+2)</u>	4% (-3%)	69% (+7)	6%
SCL Skilled Trades* 28 total	<u>0% (+7%)</u>	0% (-14%)	0%	0%	0%	<u>0%</u>	<u>0%</u>	89% (-12%)	11% (+4%)
Professional 54 total*	<u>46% (+9%)</u>	4% (+1%)	2% (+2%)	19% (-4%)	<u>0%</u>	<u>0%</u>	<u>7%</u>	65% (+6%)	4% (-2%)
Official/Administrator 7 total*	43% (-40%)	0%	0%	<u>0%</u>	<u>0%</u>	<u>0%</u>	<u>0%</u>	100%	0%

*SCL 2015 Statistics

CITY LIGHT 2016 WORKFORCE DEMOGRAPHICS

Promotions

Group	Women	Black/African American	American Indian and Alaskan Native	Asian	Hawaiian and other Pacific Islander	Two or More Races	Hispanic	White	Not Specified
Seattle City Light* 198 total	28% (-1%)	14%	0%	13%	3%	2%	5%	62%	3%
SCL Skilled Trades* 42 total	5% (-3%)	10%	0%	<u>5%</u>	<u>0%</u>	<u>2%</u>	<u>2%</u>	79%	2%
Professionals 72 total	40% (-20%)	8% (-12%)	0%	21% (-7%)	1% (-2%)	1% (+9%)	8% (+8%)	57%(-3%)	3% (+3%)
Official/ Administrator 15 total	47% (+47%)	20% (+20%)	0% (-10)	<u>0%</u>	<u>7%</u>	7% (-37%)	0% (-37%)	67%(30%)	0%

*SCL 2015 Statistics

CITY LIGHT 2016 WORKFORCE DEMOGRAPHICS

Out-of-Class Assignments

Group	Women	Black/African American	American Indian and Alaskan Native	Asian	Hawaiian and other Pacific Islander	Two or More Races	Hispanic	White	Not Specified
Seattle City Light* 688 total	24%	14%	2%	14%	2% (-1%)	3%	4%	58% (-2%)	3% (-1%)
SCL Skilled Trades* 235 total	7% (-2%)	13%	3% (+1%)	10% (+1%)	0%	4%	4% (-2%)	63% (-2%)	3% (-1%)
Professional 96 total	48% (-6%)	11%	1% (+2%)	20% (-4%)	3% (+2%)	5% (+2%)	2% (-2%)	55% (+5%)	2% (-1%)
Official/ Administrator 6 total	17% (+5%)	17% (+5%)	0%	17% (+5%)	17% (+5%)	0%	0% (-12%)	50%	0%

*SCL 2015 Statistics

SEATTLE CITY LIGHT EMPLOYEE ENGAGEMENT RESULTS

DaVonna Johnson| March 21, 2017



THE ENGAGEMENT EXPERIENCE

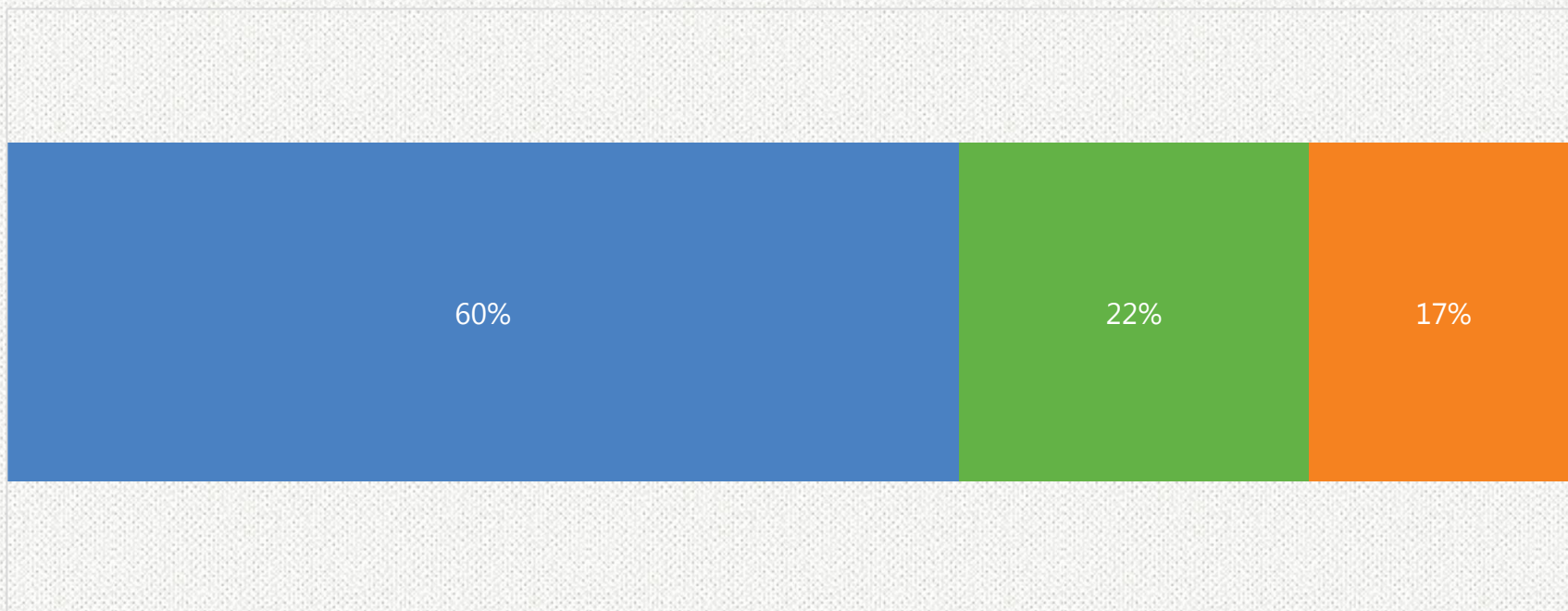


CITY LIGHT SURVEY PARTICIPATION

Actual Responses 1,117	Participation Rate 68%
Anticipated Responses 1,635	

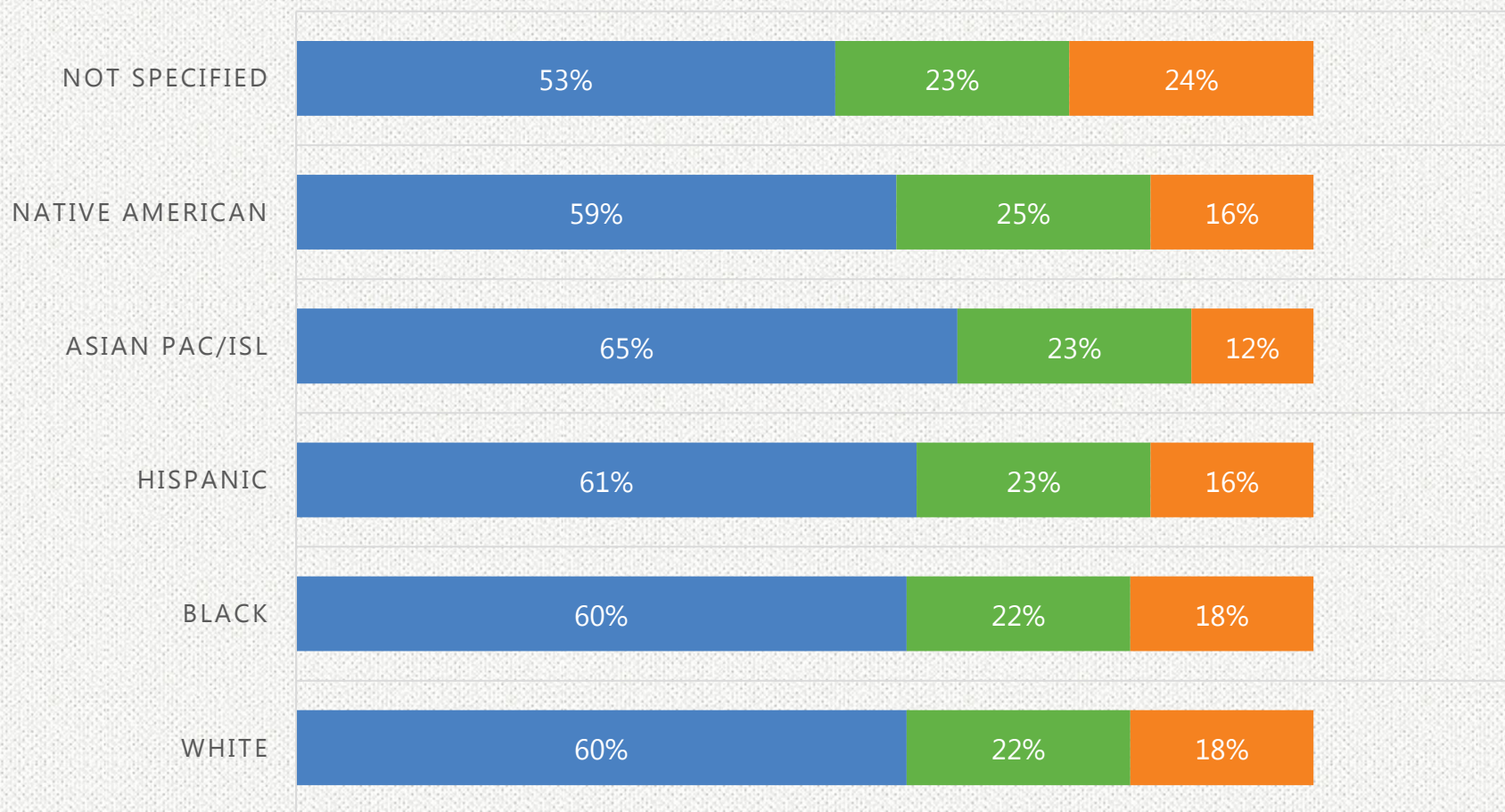
CITY LIGHT OVERALL SCORE

■ Favorable ■ Neutral ■ Unfavorable

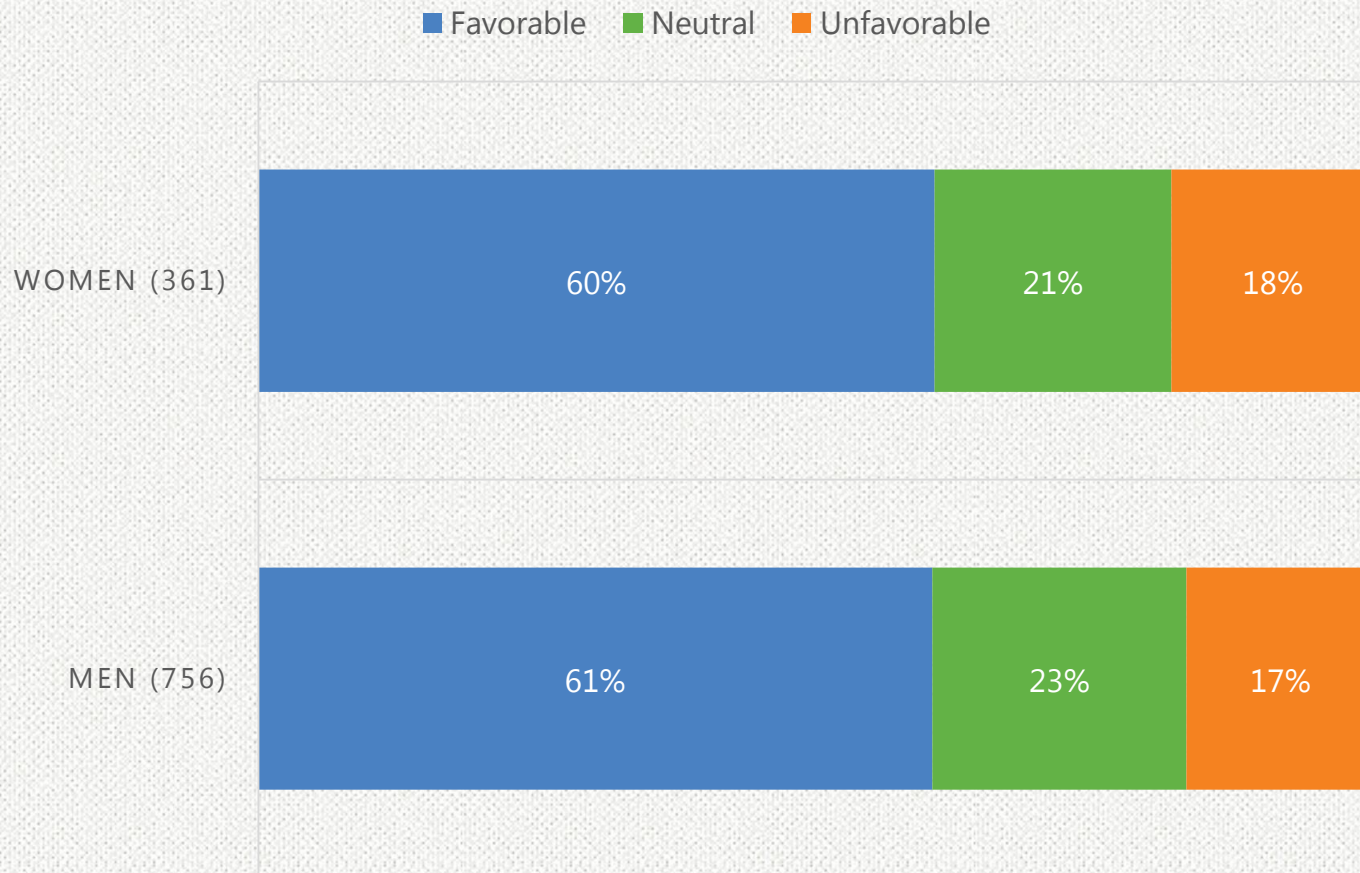


CITY LIGHT OVERALL SCORE BY ETHNICITY

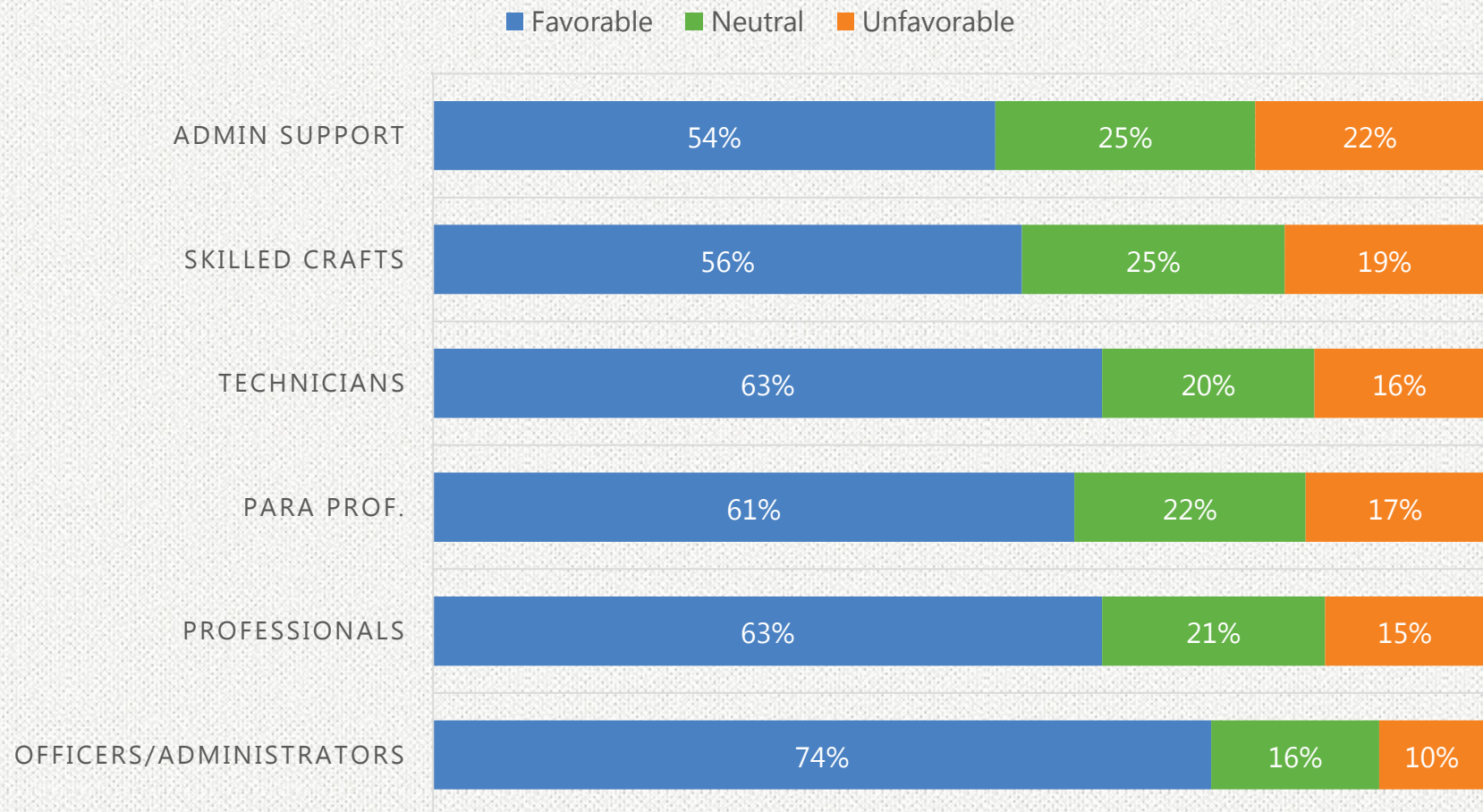
■ Favorable ■ Neutral ■ Unfavorable



CITY LIGHT OVERALL SCORE BY GENDER

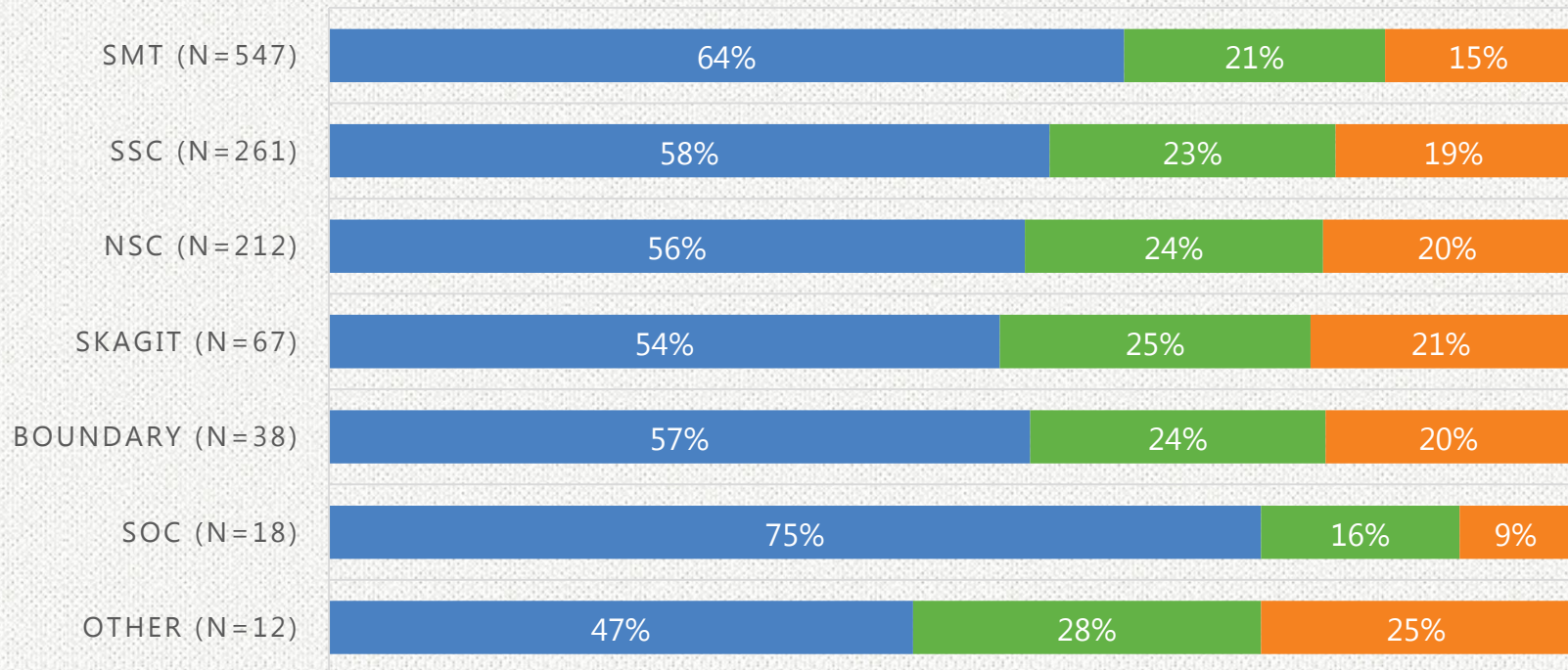


CITY LIGHT OVERALL SCORE BY POSITION

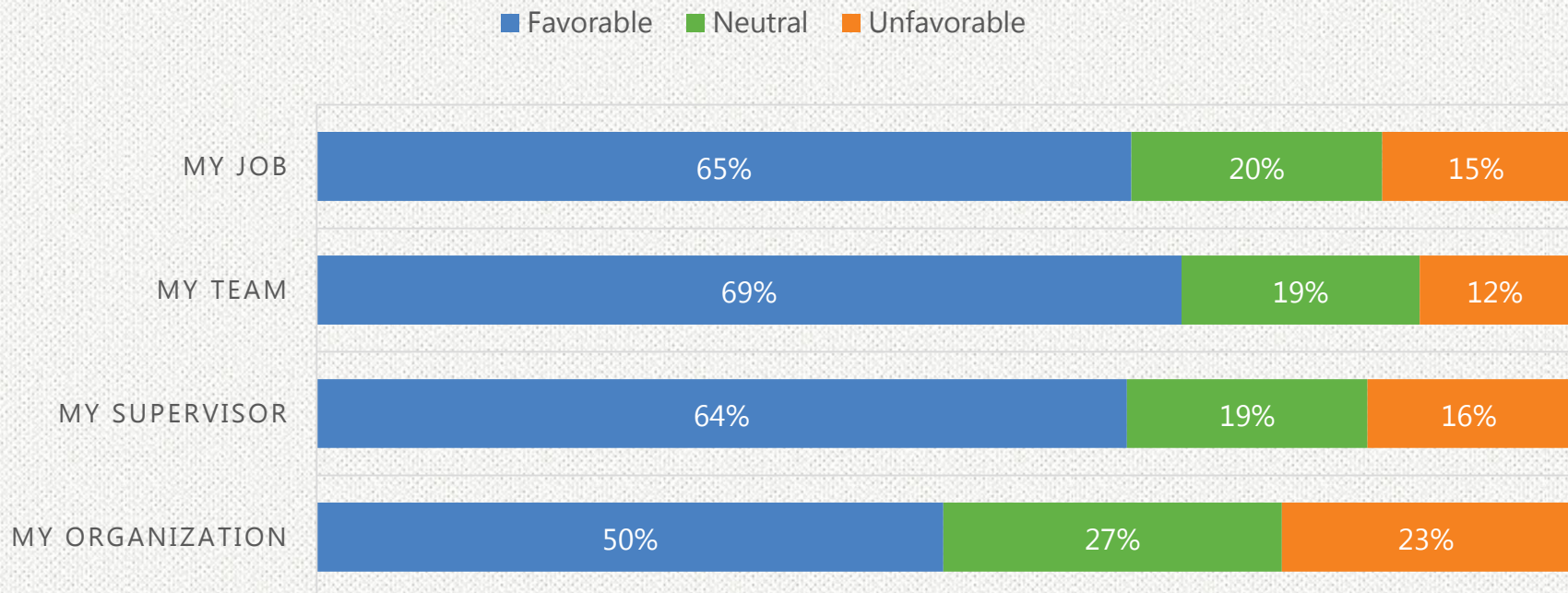


OVERALL SCORE - LOCATION

■ Favorable ■ Neutral ■ Unfavorable

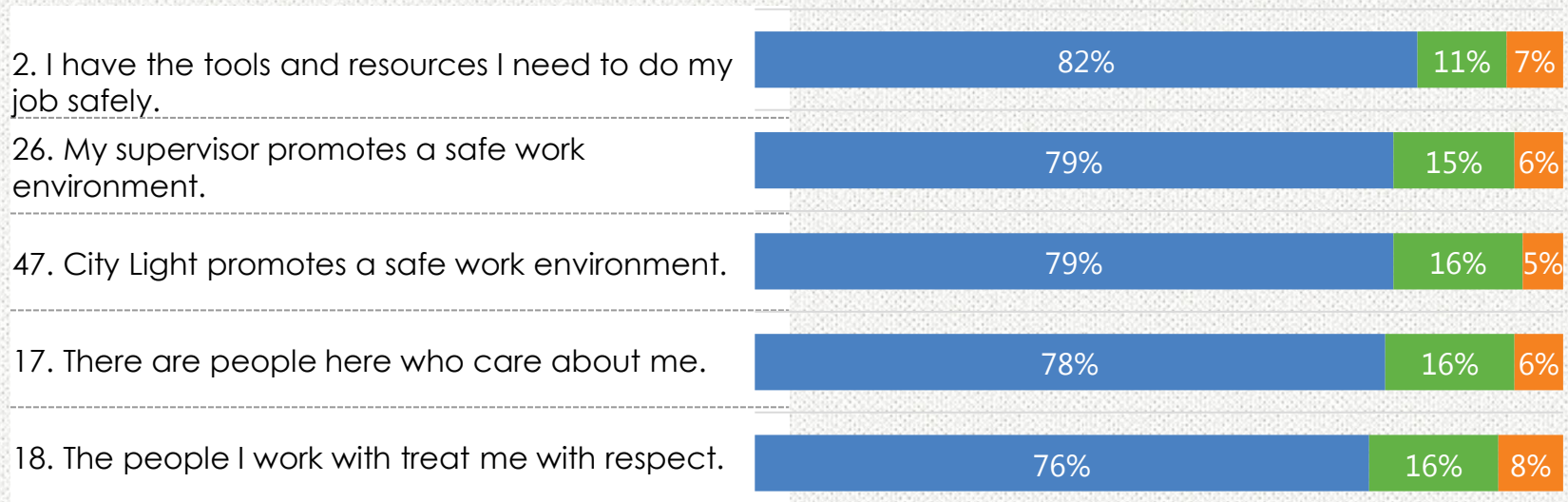


DIMENSION SUMMARY



HIGHEST SCORES

■ Favorable ■ Neutral ■ Unfavorable



LOWEST SCORES

■ Favorable ■ Neutral ■ Unfavorable

42. City Light's review process is an effective method of evaluating the performance of employees.

23%

30%

47%

46. City Light is responsive to ideas and suggestions for improvement.

26%

37%

36%

43. Senior leaders know what is going on in City Light.

30%

32%

38%

44. City Light communicates well with all employees about what is going on.

31%

32%

37%

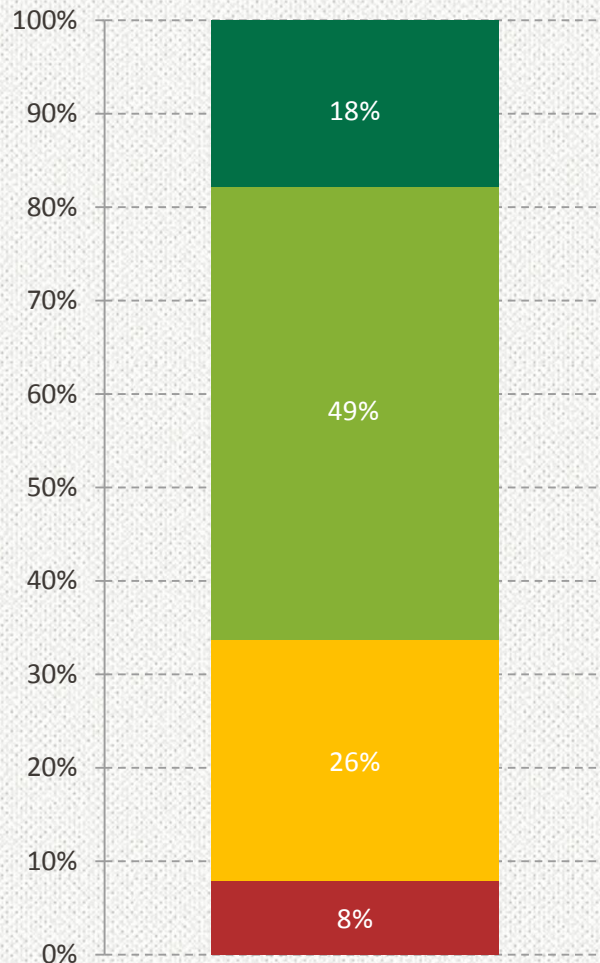
45. City Light values employee input, feedback, and suggestions.

31%

36%

33%

ENGAGEMENT INDEX



Fully Engaged (n=198)

Constantly learning and taking calculated risks.
Feel stretched beyond your comfort zone.
Take personal satisfaction in the quality of your work.
Work can be stressful but is also rewarding and fun.
You love your job!

Key Contributor (n=544)

Meet expectations – the “strong and steady.”
Stick to what you know and take few risks.
Respond well to leadership.
Rarely stretched by assignments.
You are committed to your job.

Opportunity Group (n=284)

Generally feel underutilized.
Spend significant time taking care of personal needs.
Do just enough to get by and not get in trouble.
Pay is the primary reason why you stay.
You are putting in the time.

Fully Disengaged (n=84)

Bored and frustrated at work.
Make sarcastic jokes about work.
Speak poorly about the company and leaders.
Look for ways to find blame.
You quit, stay, and corrupt.

GREATEST STRENGTHS

"We have a strong population of motivated, kind and caring people. It is the spirit of the employees that make this place great."

229 out of 577 respondents

Employees

- Some very experienced and knowledgeable employees
- Friendly people that care for others
- Family-like environment within work groups

90 out of 577 respondents

Benefits/Pay

- Good benefits (affordable healthcare, retirement plan, etc.)
- Salary rate for certain positions
- Opportunities for overtime

71 out of 557 respondents

Quality Service

- Customer care is a high priority for many
- Quick response to power outages

STRENGTHS

Team Cohesion

- Employees care about each other
- Employees treat each other with respect
- Employees enjoy working together

Meaning and Impact

- Employees feel their jobs provide them with a sense of meaning and purpose
- Employees see how the work they do makes a difference

■ Favorable ■ Neutral ■ Unfavorable

39. I can see how the work I do makes a difference.

71%

18%

11%

8. My job provides me with a sense of meaning and purpose.

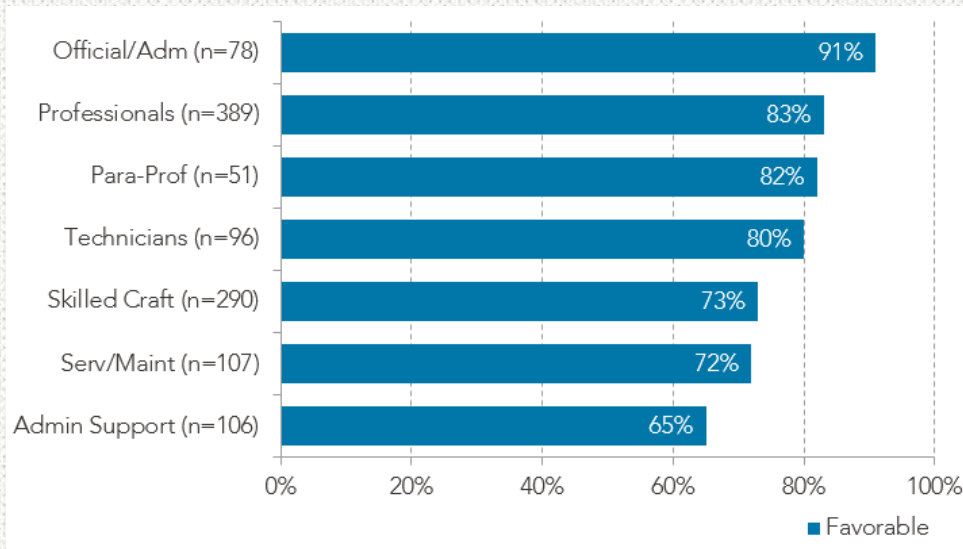
73%

18%

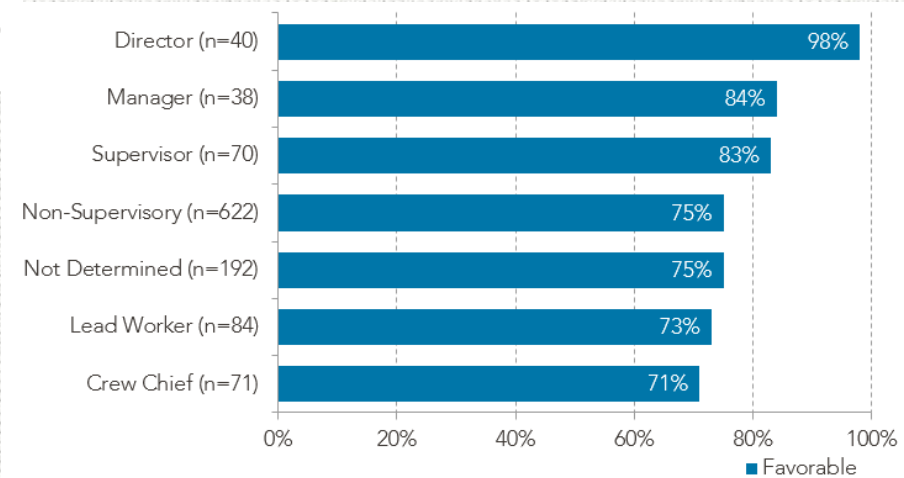
9%

STRENGTH- TEAM COHESION & CONNECTION

17. There are people who care about me (by Job Category)



24. I enjoy working with the people in my work group. (by Job Role)



AREAS OF OPPORTUNITY

“Communication and cohesion between groups. We are many little teams that create one big team and to often it is a painstaking process to work with other trades, divisions, and groups.”

157 out of 661 respondents

Communication

- More authentic and open communication from leadership
- Increase communication between departments

144 out of 661 respondents

Leadership

- Need to be more visible
- Upper management seems to be disconnected from the employees
- Increased accountability from leadership

106 out of 661 respondents

Hiring/Staffing

- Adequate staffing to accommodate for growth
- More permanent hires instead of out-of-class employees
- The hiring process needs to be improved

OPPORTUNITIES

Employee Development

- Increased opportunities for professional growth
- City Light lacks an effective review process
- Lack of feedback from supervisors about employee performance

Communication

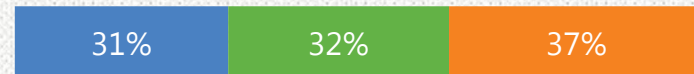
- People are not aware of what is going on
- Lack of communication between departments
- Lack of employee voice

46. City Light is responsive to ideas and suggestions for improvement.

44. City Light communicates well with all employees about what is going on.

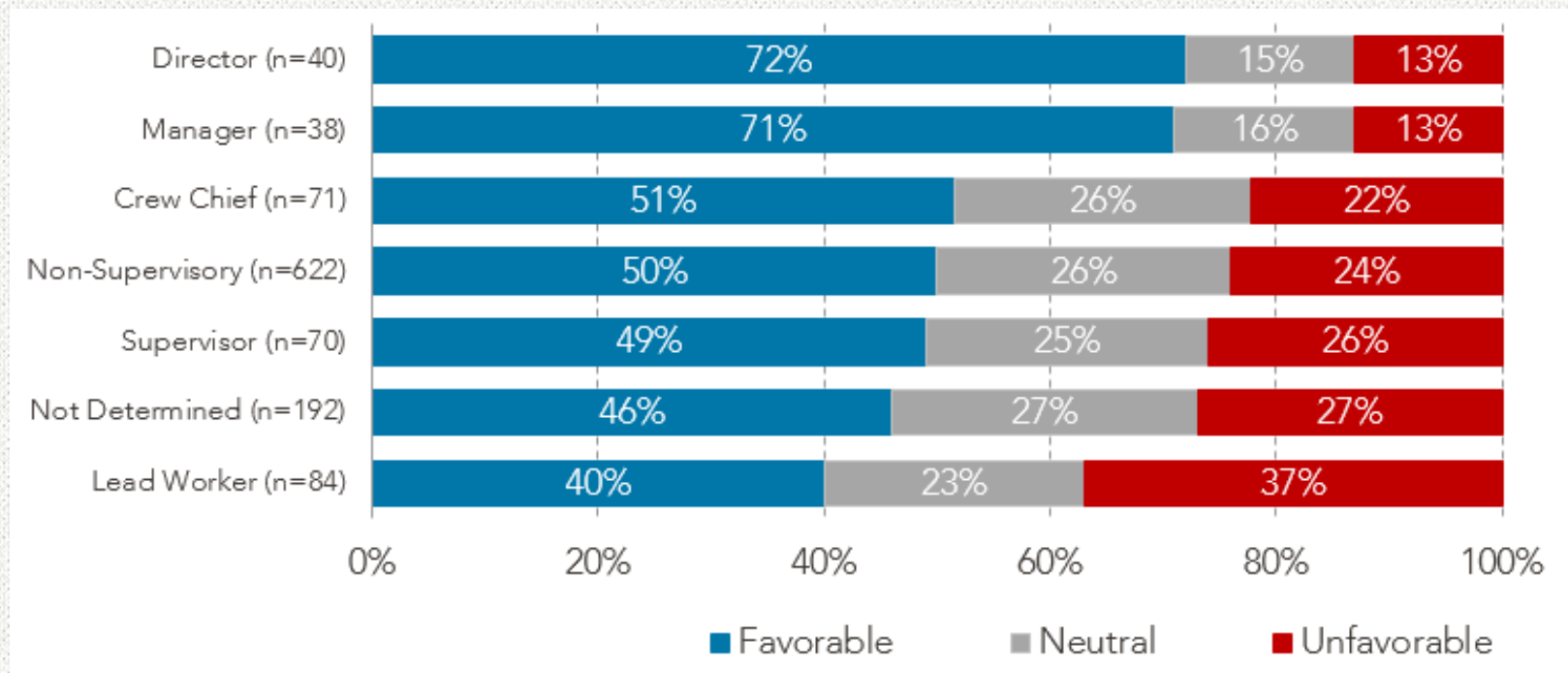
36. We work effectively across departments and functions.

■ Favorable ■ Neutral ■ Unfavorable



OPPORTUNITIES- EMPLOYEE DEVELOPMENT

41. I am satisfied with the opportunities for my own professional growth at City Light (by Job Role)



TURNING FEEDBACK INTO RESULTS



2017-19 Focus Areas

- Shared Vision
- Top Down Communication
- Professional Growth
- Mentoring/Feedback & Coaching