



Seattle City Light



Seattle City Light: Workplace Culture Update

Housing, Health, Energy and Workers' Rights Committee

DaVonna Johnson, Administrative Services Business Unit Officer | 08.16.2018

HHEWR Committee Requests

Request	Progress	Next Steps
Update Seattle City Light Workplace Expectations	In progress	Complete updates - 9/15 Engage stakeholders in review process- 10/15 Publish final version- 11/15
Include RSJI & Equity in Seattle City Light's New Employee Handbook	Completed	
10-year recap of complaints filed and the dispositions	Completed	Submitted via email May 7, 2018
Status of the PTE 17 recommendations and requests	In Progress	<ul style="list-style-type: none"> • Supervisor Training – Completed • All CES employees emailed City of Seattle's non-retaliation policy - Completed • Outside Investigation – In progress • Workplace Expectations – In-progress

HHWER Committee Data Requests

Requests	Points of Clarification
Complaints that found “no discrimination or harassment occurred”	<ul style="list-style-type: none">• Investigations are done in accordance with City Personnel Rules 1.1• Discrimination allegations encompass claims based on all protected classes
Complaints where SCL did not accept fault	<ul style="list-style-type: none">• City Light is not named as a subject of investigations. Rather individuals are named. Therefore City Light as an entity cannot accept or reject fault
Complaints settled with or without payment	<ul style="list-style-type: none">• 32 settlements between 2008 and 2018• \$1.9 million (includes \$812,000 jury verdict and settlement from a 2004 case)
Complaints that were dismissed or dropped for any reason	<ul style="list-style-type: none">• Once a complaint is made and an investigation is started SCL completes the investigation

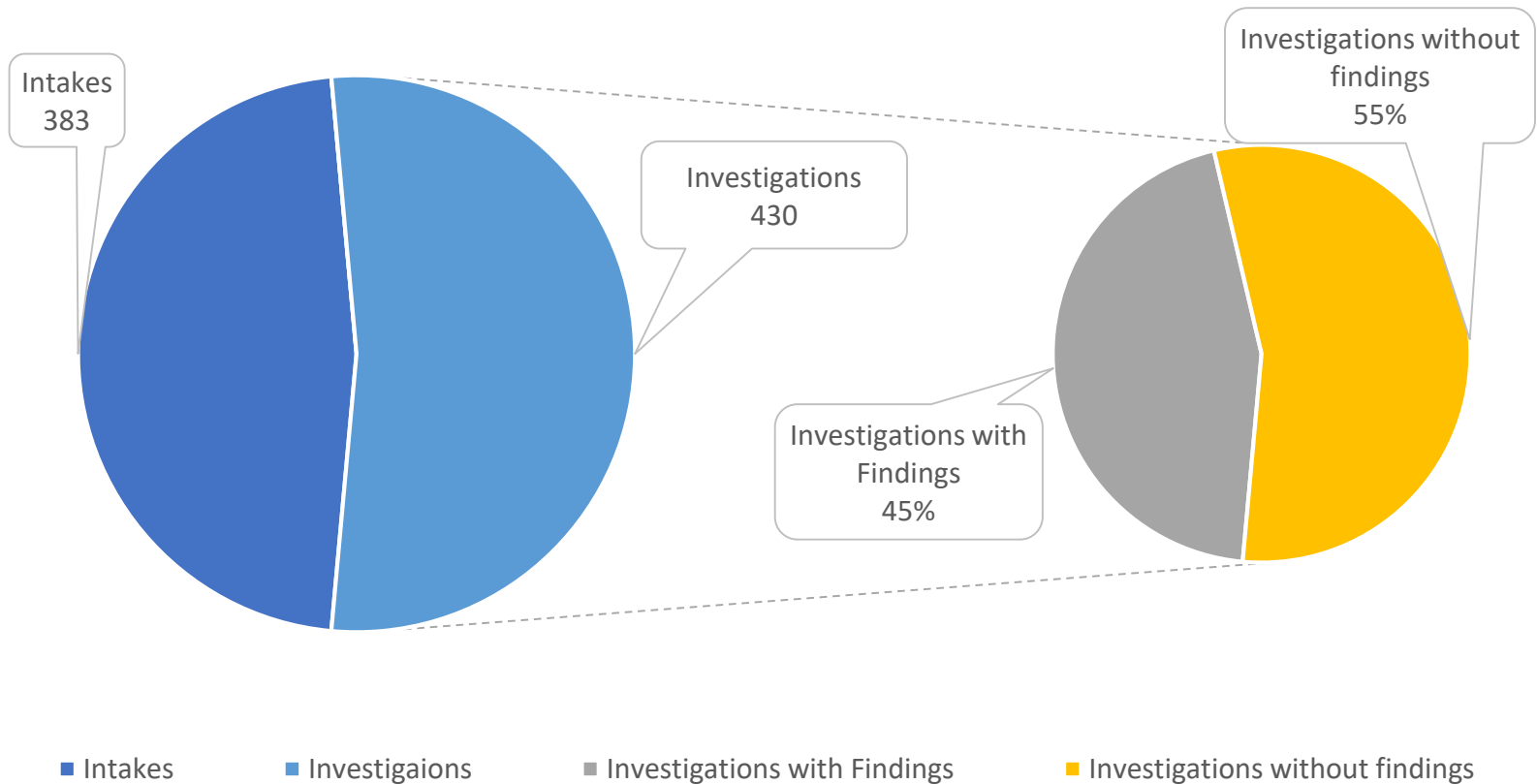
Deeper dive into the data

Question from Current Culture Survey	Favorable	Neutral	Unfavorable
I feel that I can share my ideas and opinions without fear of negative consequences	58%	17%	26%
The people I work with treat me with respect	75%	14%	11%
My supervisor treats people with fairness and respect	73%	13%	14%
My supervisor is approachable and easy to talk to	76%	14%	10%
City Light values employee input, feedback, and suggestions	42%	36%	22%
City Light cares about employees	72%	13%	15%

According to the EEOC Between 87 and 94 percent of employees experiencing harassment do not file a formal complaint

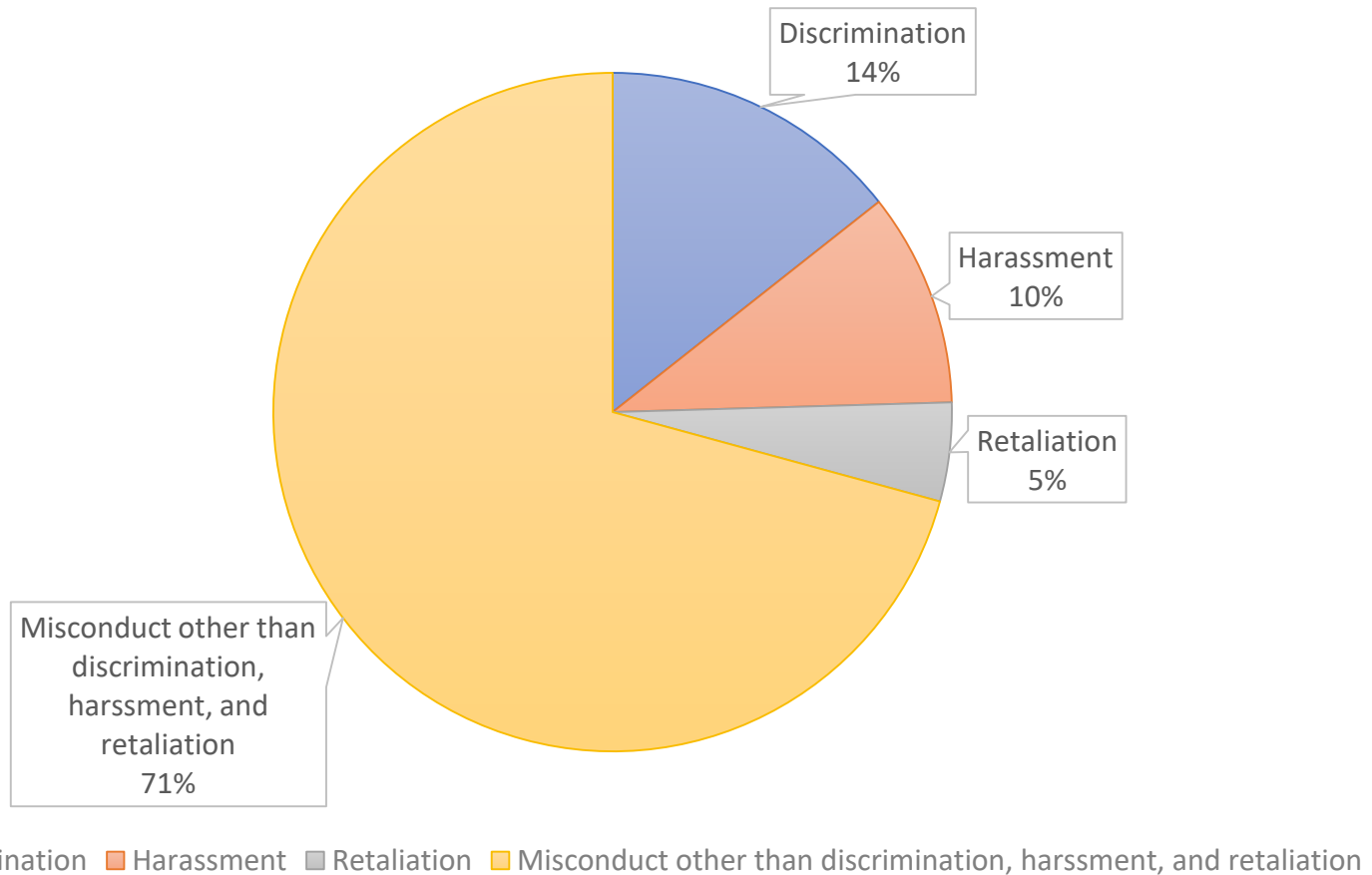
Deeper dive into the data

Complaints Reported to SCL 2007 - 2018



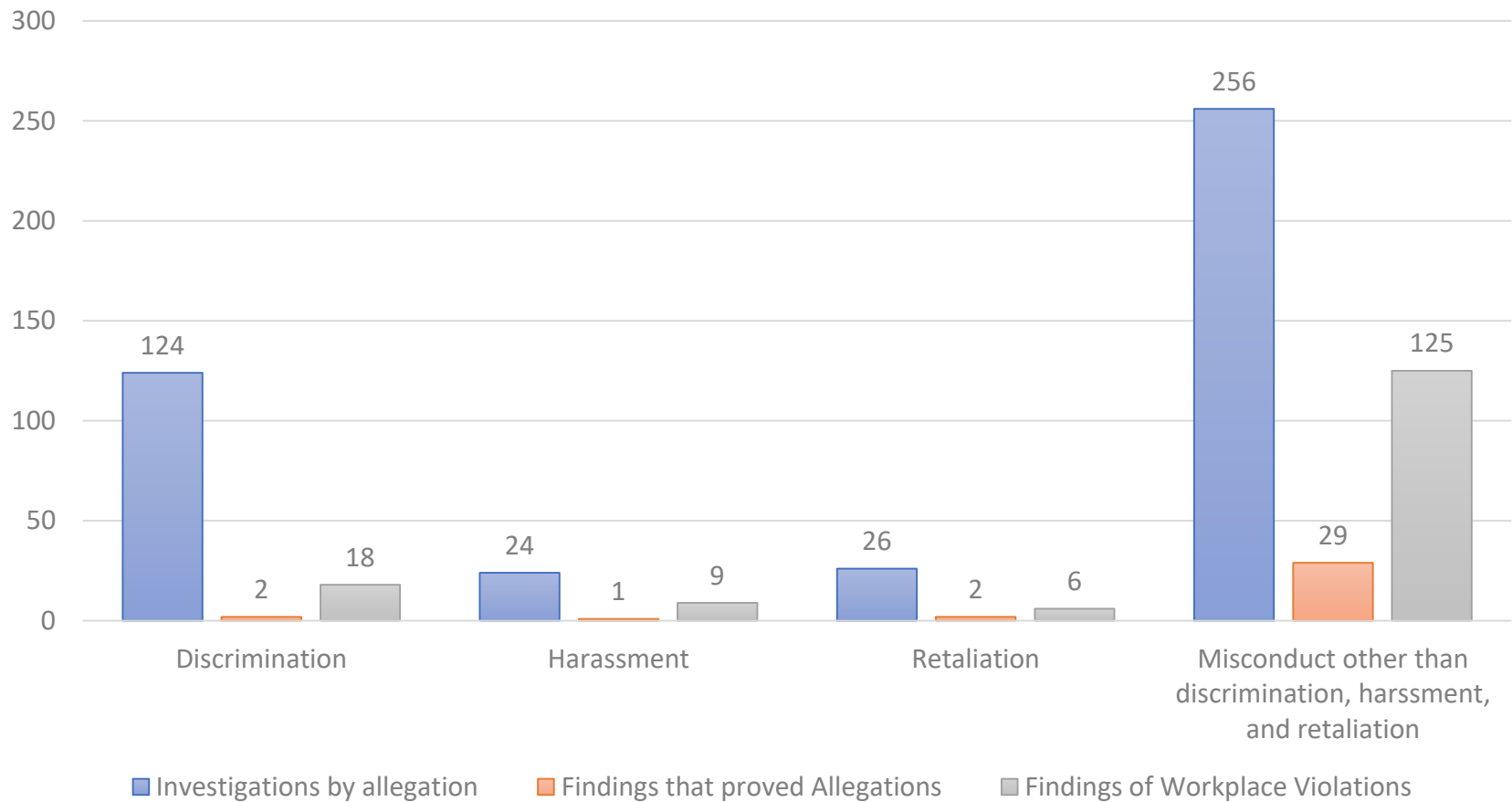
Deeper dive into the data

2007-2018 Intakes by Allegation Type



Deeper dive into the data

2007-2018 Investigations and Findings by Type



Engagement Strategies to Date

	Engagement Strategies
Employees Engagement	<ul style="list-style-type: none">• Employee Engagement Survey Results• Customer Energy Solutions Survey• Current Culture Survey Focus Groups
Leadership Engagement	<ul style="list-style-type: none">• Leadership Forum Small Group Discussion• Senior Leadership Consensus Building Session
Third Party Engagement and Support	<ul style="list-style-type: none">• Customer Energy Solutions• Leadership Training• Current Culture Survey
Best Practice Research	<ul style="list-style-type: none">• Equal Employment Opportunity Commission (EEOC) Best Practice Analysis

EEOC Best Practices for Employers

BEST PRACTICES	Current SCL Practice	Future Focus
<p>Train employees and leaders on EEO laws. Implement a strong EEO policy that is embraced at the top levels of the organization.</p>	<p>Anti-Harassment and Anti-Discrimination training assigned to new employees</p>	<p>Train employees & leaders</p>
<p>Foster open communication and early dispute resolution.</p>	<ul style="list-style-type: none"> • Formalized intake process • Early Resolution Committee (ERC) • SCL Employee Hotline • Leadership Communication <ul style="list-style-type: none"> • GM/CEO Employee Video • All Employee Meetings • Division/Business Unit Meetings 	<ul style="list-style-type: none"> • SCL Leadership Led Workplace Expectations Training • Additional targeted Listening Sessions • Supervisors and Managers communication forums

EEOC Best Practices for Employers

BEST PRACTICES	Current SCL Practice	Future Focus
Establish neutral and objective criteria to avoid subjective employment decisions based on personal stereotypes or hidden biases.	<ul style="list-style-type: none">• ERC• Comparable analysis• Debrief meeting• After Action Program	SCL Unconscious Bias Training
Create objective, job-related qualification standards (BFOQ)	Apprenticeship Validation Journey-level Testing	

EEOC Best Practices for Employers

BEST PRACTICES	Current SCL Practice	Future Focus
<p>Ensure promotion criteria are made known and that job openings are communicated to all eligible employees.</p>	<ul style="list-style-type: none"> • Accessible job descriptions • Centralized postings 	<ul style="list-style-type: none"> • Most competitive candidate screening
<p>Monitor recruitment, compensation practices, and performance appraisals systems for EEO Compliance</p>	<ul style="list-style-type: none"> • RSJI Toolkit Application <ul style="list-style-type: none"> • Internship Recruitment • Apprenticeship Hiring • SCL Interview process • Monthly demographics review 	<ul style="list-style-type: none"> • Quarterly reports to monitor EEO compliance • Performance review process • Engineering promotional process • Compensation analysis

EEOC Best Practices for Employers

BEST PRACTICES	Current SCL Practice	Future Focus
<p>Develop training and mentoring for employees, supervisors and managers with EEO best practices in mind</p>	<ul style="list-style-type: none"> • Mentoring Program • Emerging Leaders • Tuition Reimbursements • External Leadership opportunity • Operational Excellence • Competitively and centrally run Out of Class Opportunities 	<ul style="list-style-type: none"> • Add completion of leadership development training as a desired qualification for all leadership positions. • Train newly promoted employees in leadership positions
<p>Protect against retaliation</p>	<ul style="list-style-type: none"> • Strong anti-retaliation policies <ul style="list-style-type: none"> • Communicated in writing and during in person meetings. • City Light Employee Hotline 	<ul style="list-style-type: none"> • Communicate regularly and repeatedly • Clearly publish Retaliation policy

EEOC Best Practices for Employers

BEST PRACTICES	Current SCL Practice	Future Focus
Adopt a strong anti-harassment policy, potentially train each employee on its contents, and vigorously follow and enforce it	<ul style="list-style-type: none"> • 97% completion rate of the City of Seattle Anti-Harassment & Anti-Discrimination training • Advise all employees on how to raise complaints 	<ul style="list-style-type: none"> • Implement IDT recommendations • Broader communication accessibility and visibility • All employees awareness training on confidentiality on investigations and complaints • Enhance communication to affected employee(s) throughout the process
Accessible & transparent complaint process	<ul style="list-style-type: none"> • Employee Hotline • Intake and Outreach Specialist • Employee Relations Team • Management/DA/BUA • Human Resources • Complaint Process Workflow 	
Prompt thorough impartial investigations	<ul style="list-style-type: none"> • Prompt, thorough, and impartial investigations • Use outside investigators when appropriate 	
Prompt corrective action	<ul style="list-style-type: none"> • Comparable discipline analysis/discipline/due process 	

SCL Workplace Culture

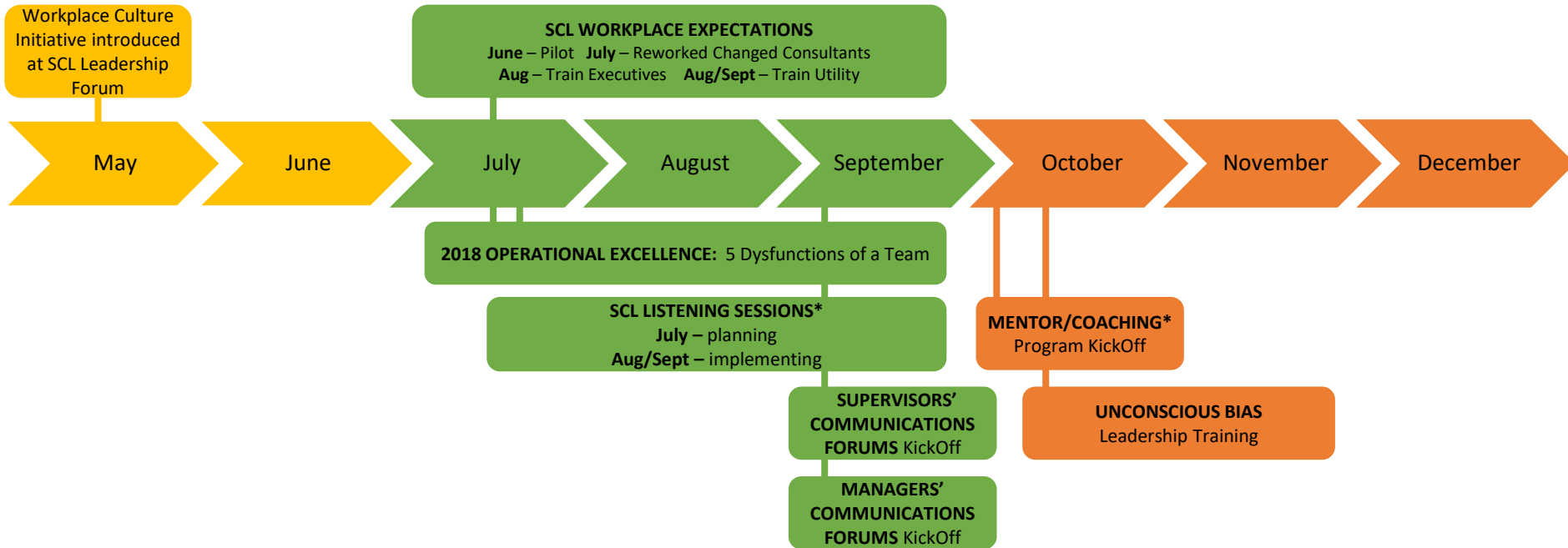
Culture is the character and personality of the organization. It's what makes the organization unique. It is the sum of the organization's values, traditions, beliefs, interactions, behaviors and attitudes.¹

Seattle City Light is committed to building a workplace culture grounded in trust and mutual respect

We are working to meet this by re-aligning employee behaviors to reinforce the organizational values described in our Workplace Expectations.

1. <https://www.yourerc.com/blog/post/Workplace-Culture-What-it-Is-Why-it-Matters-How-to-Define-It.aspx>

Workplace Culture workplan



CITY LIGHT

OUR MISSION

Seattle City Light is dedicated to delivering customers affordable, reliable and environmentally responsible electricity services.

OUR VISION

We resolve to provide a positive, fulfilling and engaging experience for our employees. We will expect and reinforce leadership behaviors that contribute to that culture. Our workforce is the foundation upon which we achieve our public service goals and will reflect the diversity of the community we serve.

We strive to improve quality of life by understanding and answering the needs of our customers. We aim to provide more opportunities to those with fewer resources and will protect the well-being and safety of the public.

We aspire to be the nation's greenest utility by fulfilling our mission in an environmentally and socially responsible manner.

OUR VALUES

Safety, Environmental Stewardship, Innovation, Excellence, Customer Care



Seattle City Light