




# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> Charlene MacMillan		
<b>Board/Commission Name:</b> Civil Service Commission		<b>Position Title:</b> Commissioner
<input checked="" type="checkbox"/> Appointment <i>OR</i> <input type="checkbox"/> Reappointment	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other:	<b>Term of Position:</b> 01/01/2022 to 12/31/2024  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> Bellevue	<b>Zip Code:</b> 98005	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> Charlene MacMillan has worked in labor and employee relations since 1994. She currently has her own private arbitration practice, and has worked as a human resources professional, former City of Seattle labor negotiator and employee relations advisor. She holds a Master's degree in Public Administration, and has her Bachelor's degree in Business Administration, Human Resources Management. Ms. MacMillan will bring to the Civil Service Commission her understanding of City operations, education, training and experience in employee management and discipline, as well as her deep commitment to due process and equal justice in the adjudication of appeals heard by the Commission.		
<b>Authorizing Signature (original signature):</b>  <b>Date Signed (appointed):</b> 6/5/23		<b>Appointing Signatory:</b> Debora Juarez, City Council President

23 JUN -5 AM 10:53  
 DEBORA JUAREZ  
 CITY COUNCIL PRESIDENT

\*Term begin and end date is fixed and tied to the position and not the appointment date.

## PROFESSIONAL HIGHLIGHTS

### ***Appeals and Dispute Resolution***

As a full-time neutral Arbitrator: Manage arbitration proceedings; conduct evidentiary hearings; prepare binding awards. Prior experience included:

- Hear administrative appeals and grievances; performed fact finding and wrote decisions.
- Formulated strategy in civil service appeals, grievances, grievance arbitration, unfair labor practice and state and federal agency proceedings.
- Facilitated implementation of remedies.
- Participated in mediation of contract and negotiations disputes, and disciplinary appeals.

### ***Employment Relations***

- Provided advice and direction on complex employee and labor relations matters.
- Ensured consistent application of labor and employment laws, policy, and best practices.
- Conducted workplace investigations, authored investigation reports and provided recommendations, if necessary. Oversaw the work of independent investigators.
- Led, trained and oversaw the work of staff responsible for day-to-day administration of labor and employee relations functions.
- Produced related documents, including grievance responses, last chance agreements, letters of agreement, settlement agreements and memoranda of understanding.
- Developed and delivered labor relations training for management and labor, from basic through advanced levels.

### ***Labor-Management Relations***

- Liaison between management and labor for the full spectrum of collective bargaining.
- Designed, planned and implemented labor relations policies, programs and practices.
- Technical advisor for contract interpretation and administration, and consistent application of labor and employment laws, policies and best practices.
- Led and facilitated labor-management forums.

### ***Contract Negotiations***

- As chief spokesperson, led development of negotiation strategies, negotiated initial and successor collective bargaining agreements for bargaining units across multiple disciplines.
- Authored contract language. Analyzed proposals, costings and related data.
- Developed and managed strategy for communications with internal and external stakeholders.
- Developed and responded to requests for information.

# Charlene MacMillan, MPA, CLRP, SPHR

## EMPLOYMENT HISTORY

Arbitrator, Private Practice — January 2018 to present  
Principal, Sound Labor Solutions — November 2017 to present  
Labor Relations Program Manager, Puget Sound Energy — 2016 to 2018  
Public Arbitrator, Financial Industry Regulatory Authority — 2016 to present  
Labor Negotiator, City of Seattle — 2014 to 2016  
Labor Relations Advisor, Seattle Public Utilities — 2007 to 2014  
Senior HR Specialist, Seattle Human Services Department — 2006 to 2007  
Human Resources Manager, The Home Depot — 2005 to 2006  
Program/Project Manager, King County — 2001 to 2005  
Human Resources Officer, National Petroleum Marketing Co. — 1994 to 1998

## QUALIFICATIONS

Masters, Public Administration (MPA)  
Business Management & Labor Law, City University, Tacoma, WA  
Bachelor of Science (B.Sc.)  
Business Administration, Human Resources Management, City University, Tacoma, WA  
Bachelor of Arts (inc.)  
International Studies, York University, Toronto, CA  
  
Federal Sector Arbitration Certification – FMCS, 2020  
Advanced Labor Arbitrator Certification – AAA, 2019  
Advanced Arbitrator Training, FINRA – 2017  
Arbitrator Certification, FINRA – 2016  
Becoming a Labor Arbitrator Certification (BALA), FMCS – 2015  
Certified Labor Relations Professional (CLRP), NPELRA – 2015  
Senior Professional in Human Resources (SPHR), HRCI – 2013  
Labor-Management Negotiations Workshop, FMCS – 2012  
Mediator Certification, King County ILCRG – 2010

## PUBLICATIONS

*Labor-Management Relations: A Handbook for Labor Relations Professionals* (2021)  
*The 7 Tests of Just Cause: Arbitral Standard or Labor-Management Tool?* (2016)

# Civil Service Commission

3 Members: Pursuant to SMC 4.04.250, 1 member subject to City Council confirmation, 3-year terms:

- 1 City Council- appointed
- 1 Mayor- appointed
- 1 Other Appointing Authority: Employee Elected

**Roster:**

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
2	F		1.	Commissioner	Charlene MacMillan	01-01-22	12-31-24	1	Council
2	F	2	2.	Commissioner	Mary Wideman-Williams	01-01-20	12-31-23	1	Mayor
6	M		3.	Commissioner	Joshua Werner	01-01-22	12-31-24	1	Employee Elected

**SELF-IDENTIFIED DIVERSITY CHART**

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor		1				1							
Council		1				1							
Other	1									1			
<b>Total</b>	<b>1</b>	<b>1</b>				<b>1</b>				<b>1</b>			

**Key:**

- \*D List the corresponding *Diversity Chart* number (1 through 9)
- \*\*G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown
- RD Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*