

Human Resources at City Light

Presented to the City Light Advisory Committee

July 8, 2008



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Introduction

◆ General recommendations made to Human Resources:

- Develop and support a strategy for Workforce Renewal.
- Empower City Light as a Business Enterprise.
- Enhance Employee Effectiveness.



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Objective: Develop and support a strategy for Workforce Renewal.

◆ **Strategy:** Offer competitive pay to skilled workers.

- Identified 3 skilled trades lagging behind in pay:
 - ◆ Power Dispatchers
 - ◆ Relay Technicians
 - ◆ Line Workers

◆ **Status:**

- **Power Dispatchers:** Legislation transmitted to Council to:
 - ◆ Increase base pay for Power Dispatchers by 7%.
 - ◆ Increase base pay for Senior Power Dispatchers by 10%.
- **Relay Technicians:** Proposed 6% increase to base pay. Expected to go to Council as early as September 2008.
- **Lineworkers:** Pay to be addressed in upcoming Local 77 negotiations.



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Objective: Develop and support a strategy for Workforce Renewal.

◆ **Strategy:** Accelerate and expand job training.

◆ **Status:**

- Comprehensive utility wide training program will be finalized by December 2008.
- Online training launched in June 2008. Initial focus is mandatory regulatory safety training.
 - ◆ Online training will be incorporated into the Apprenticeship program in 2009. Will expand to include technical training as early as 2009.
- Additional funding requested in 2009/2010 budget to support expanded training programs.



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Objective: Develop and support a strategy for Workforce Renewal.

◆ **Strategy:** Accelerate Apprenticeship Programs.

◆ **Status:**

– Apprenticeship Programs:

- ◆ Lineworker apprenticeship program reduced from 4 years to 3 years.
- ◆ Implemented an accelerated option in the Lineworker pre-apprenticeship program – reduced from 6 months to 2 months for those who met required criteria.
- ◆ Increased apprenticeship enrollment by 85% since 2006.

<u>Year</u>	<u>Enrollment</u>
2006	46
2007	74
2008	85



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Objective: Develop and support a strategy for Workforce Renewal.

- ◆ **Strategy:** Accelerate Leadership Development.
- ◆ **Status:**
 - Executive leadership development program for Directors begins October 2008.
 - Leadership program for Managers and Supervisors to be finalized by December 2008.
 - ◆ Program will combine action based learning, classroom instruction, performance feedback and monthly coaching for supervisors and above.
- ◆ **Strategy:** Career Development.
 - Develop career paths and identify required training/education for each career track by December 2008.



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Objective: Develop and support a strategy for Workforce Renewal.

- ◆ **Strategy:** Create incentives for advancement into management roles.
 - Business case to increase salaries for the field supervisory roles by 20% to maintain a 15% differential between the crew chief and the supervisor compensation submitted to City Classification/Compensation on July 3rd.
 - Decision expected as early as September 2008.



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Objective: Empower City Light as a Business Enterprise – Allow for more Flexibility and Accountability.

- ◆ **Strategy:** Create new exempt electric utility pay programs.
- ◆ **Status:**
 - Proposal made to City Personnel to:
 - ◆ Create an Exempt Electric Utility Manager program.
 - ◆ Create an Exempt Electric Utility Strategic Advisor program.
 - Decision expected as early as September 2008.



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Objective: Enhance Employee Effectiveness.

- ◆ **Strategy:** Improve two-way communications.
- ◆ **Status:**
 - Information Sharing Tools:
 - ◆ Electronic (e.g. Superintendent’s Monday Message; Daily “All-User” messages; E-mail bulletins on important/emerging information; electronic, high definition panels at all locations; employee Calendar of Events; *Pulse Poll* – weekly poll on varying topics; *Ask Us* – employee write-in questions for response by management; *Netline* – monthly employee news magazine)
 - ◆ Grassroots (e.g. Safety meetings; Crew Chief “Morning Stand-Ups;” employee meetings at all locations; annual employee appreciation events at all locations; work group staff meetings; executive team attend work group meetings routinely)



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Objective: Enhance Employee Effectiveness.

◆ Status:

- Two Way Communications
 - ◆ Annual utility-wide “state-of-the union” meetings with the Superintendent.
 - ◆ Communicator’s Group (teleconference monthly with representatives from all work groups/divisions)
 - ◆ Routine employee brown bag sessions and targeted “surveys” on specific topics
- Recognition
 - ◆ On-Site Employee Recognition Fairs
 - ◆ Service Awards
 - ◆ Light Power & Pride Awards



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Objective: Enhance Employee Effectiveness.

- ◆ **Strategy:** Provide clarity of direction and goals of City Light.
- ◆ **Status:**
 - New Employee Orientation:
 - ◆ Vision, Mission & Values
 - ◆ Superintendent and Officers
 - Bi-Monthly Director Meetings
 - Quarterly Leadership Forums: Directors & Managers
 - Strategic Plan:
 - ◆ Corporate performance measures
 - ◆ Updated monthly



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