



Seattle City Light

EMPLOYEE EXPERIENCE VISION, GOALS, & KEY CAPABILITIES

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CITY LIGHT EMPLOYEE EXPERIENCE

Why the Investment?

- Enhancing the employee experience is critical to Seattle City Light achieving its mission to provide customers with their energy needs in the way they choose.
- Effectively managing the employee experience is vital to building a strong work culture which will increase team productivity and drive utility performance.

FACTS & DATA

- **60%** of US employees reported they have a way to provide feedback about their own employee experience.
 - **30%** report that the feedback is acted on by their employer.
- **75%** of employees who voluntarily leave their job quit their bosses, not their jobs.
- **89%** of employers think that employees leave for money.
 - **12%** of their employees report that money as the reason for leaving.

FACTS & DATA CONT'D.

- **40%** of the US workforce report knowing their company's goals, strategies and tactics.
- **75%** of job success is about how your brain believes your behavior matters, connects to other people, and managed stress. – Shawn Achor, author and researcher
- **25%** of job success is based on IQ.

VISION

A workplace where all employees' interactions and experiences are aligned with Seattle City Light's core values. Where workplace practices and policies are in support of employee success and contribute positively to the culture.

VISION IN ACTION

- Deeper connection with the utility yielding more positive impact on employee retention, engagement, performance and development
- Employees regularly give and get constructive feedback
- Workplace culture of continuous improvement
- Learning and development culture
- Increased innovation and creativity

MEASURING VISION IN ACTION

- % of employee participation in surveys
- # of people leaders trained.
- # of employees participating on employee engagement teams.
- # of documented concerns resolved.
- % of people leaders with improving employee experience results.

MEASURING VISION IN ACTION

- % of employees actively participating in employee development activities
- # of simplified or streamlined workplace policies, practices or procedures
- # of cross-functional teams

GUIDING PRINCIPLES

FROM

Responding to anecdotal data with unit specific programs that are not always aligned to the desired utility culture and core values

Lack of consistent culture regarding mutual respect and lack of trust

Policies, procedures and practices developed for individual work unit compliance

Inconsistent onboarding that lacks alignment with desired workplace culture

Culture of criticism and blame and lack of feedback

Reactive responses to work unit issues



TO

Using employee experience data to consistently guide leader's decision-making and driving accountability aligned with the desired utility culture and core values

Workplace culture grounded in trust and mutual respect

Transparent and clear policies, procedures and practices with effectiveness evaluated on how centered on how experience them

Effective onboarding to desired culture and core values

Culture of mentorship, coaching and feedback

Proactively work with all employees to address specific issues in their work units

CAPABILITY ASSESSMENT

Overall Capability Required

- Leaders to make fair and equitable decisions aligned with the utility's core values.
- Develop and communicate consistent utility wide cultural norms and behavioral expectations.
- Decisions are communicated effectively in a consistent clear and transparent way.
- Ability to evaluate policies procedure and practices from the perspective of enhancing the employee experience

Top Process and Data Capability Gaps

- Documented work processes and standard operating procedures
- Real time access to employee experience data specific to work units
- Employee data driven decisions when the data is available

Top People Capability Gaps

- Leadership skills development and consistent utility wide expectation for leadership behaviors
- Leader preparedness to provide clear expectations and give and receive effective feedback
- Consistent and strong leadership culture

Top Technology and Tools Capability Gaps

- Consistent use of existing work tools and documented procedures
- Partial implementation of technology and tools
- Lack of standard operating procedures



PRIORITY OUTCOMES

- Developing and implementing a strategic employee experience workplan
- Implementing a robust grassroots employee experience team
- Communicating the vision of the work and developing the goals
- Collecting existing data – employee survey, listening sessions, leadership forums, all employee meeting, labor management data
- Design and implement templates and tools to evaluate barriers to enhancing the employee experience

FACTORS THAT CONTRIBUTE TO A POSITIVE EMPLOYEE EXPERIENCE

Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration

IMAGES

- Effective decision making
- Knowledge sharing
- Collaboration across teams
- Transparency
- Clear work processes and procedures



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