

Department of Finance and Administration

**PRIORITY HIRE  
IMPLEMENTATION AND ADVISORY COMMITTEE CHARTER**

**VISION**

City projects are going beyond the minimum requirements of Priority Hire (laying the groundwork for sustaining and institutionalizing the practice).

City projects are hitting their PH targets so people in distressed zip codes, people of color, and women are getting into and/or staying in City public works jobs.

The Priority Hire Advisory Committee is:

- Bringing members' expertise to bear on creating a PH pathway/pipeline;
- Ensuring transparency and supporting PH's implementation via a communications plan;
- Capturing stories of success and identifying evidence-based best practice(s);
- Looking out for unintended consequences;
- Making investment recommendations to the City about barrier remediation for people of color and women in the trades and ESL populations.

City projects using PH are efficient, effective, meeting their budgets

Priority Hire is serving as a model for other agencies/sectors.

PHAC will re-visit the vision annually to ensure understanding and agreement.

**REPRESENTATION**

The Advisory Committee membership is appointed by the Mayor. Each appointment shall be for two years. The Mayor may then re-appoint those individuals who wish to continue their service and/or may seek new individuals. The Mayor will appoint no less than two and no more than four representatives from each of the following interest groups:

1. Construction trade labor unions
2. Community organizations with a mission to represent worker interests
3. Contractors, including at least one WMBE firm
4. Apprentice and pre-apprentice training programs who are eligible to refer candidates under the City's executed Community Workforce Agreement (CWA), and
5. Technical advisors.

There are no alternates.

**PHAC ROLES AND RESPONSIBILITIES**

Attendance: As defined in the ordinance, the committee must meet at least quarterly, but can choose to meet more frequently as needed. Meeting dates for the year will be scheduled so that members can plan accordingly. Agendas will be sent in advance. A balance of stakeholder representation is critical to PHAC's fulfillment of its purpose. If there are multiple members who cannot attend a scheduled meeting, the City may change the meeting date, after consulting PHAC members about feasible options and choosing a date that best accommodates the majority of members and stakeholder group representation.

Committee members are expected to attend all regularly scheduled meetings in-person. Members are expected to attend a minimum of 75% of meetings each year to maintain appointment. If a member misses more than 75% of meetings, the City will send a letter asking the member if they'd like to resign or submit a response to PHAC on why their membership should be maintained. If PHAC would like to request a replacement, they may issue a request to the Mayor's Office for a new appointment.

Exceptions to absences are if a meeting is rescheduled by the City in which the date chosen accommodates a majority of members but not a specific member, or if the City schedules a special meeting.

Members should notify the City's PHAC liaison at least a week in advance or with as much advance notice as possible and are asked to inform other PHAC members of the same stakeholder group if unable to attend a regularly scheduled meeting.

Arrive at each meeting prepared to discuss the issues on the agenda, including reviewing meeting summaries, technical information, and document drafts that are distributed in advance.

1. Fully participate in meetings and articulate views based on own experience and expertise as well as the views of their community of interests, such as the organization, or specific constituency they represent as a member of the Committee.
2. Present views of their constituencies on issues being discussed. Members must engage in respectful, constructive dialogue with other group members.
3. Strive to bridge gaps in understanding, seek creative resolution of differences, and commit to providing thoughtful input.
4. Stay in contact with relevant and interested stakeholders (both individuals and groups) to learn of current constituency concerns and/or provide constituents with updates on meeting work products and meeting discussions.

Priority Hire Implementation and Advisory Committee Charter

Advisory Committee Primary Responsibilities		
Review Priority Hire Progress Data	Advise on Priority Hire Implementation	Two-way Communication
<ul style="list-style-type: none"> <li>• Progress Performance Reports including pipeline status data and information</li> <li>• Upcoming projects</li> <li>• JAC updates</li> <li>• Program updates</li> </ul>	<ul style="list-style-type: none"> <li>• Provide process and/or policy recommendations –to address <u>programmatic</u> issues, gaps, needed improvements</li> <li>• Provide process and/or policy recommendations –to address <u>systemic</u> issues, gaps, needed improvements</li> <li>• Promote equity in PHAC recommendations and decisions</li> <li>• Advise on innovations in implementation</li> <li>• Advise the FAS Director on the process for hiring priority workers through collaboration of contractors, union dispatch &amp; the City’s Jobs Coordinator</li> <li>• Generate recommendations and findings for a written annual report to the Director of FAS for submission to Mayor and City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Inform constituency about ordinance, implementation status, &amp; basis for PHAC recommendations</li> <li>• Seek constituency’s view about how Priority Hire is working</li> <li>• Seek constituency input on issues under discussion by PHAC</li> <li>• Share relevant upcoming events</li> </ul>

**ADVISORY COMMITTEE OPERATIONS**

Ground Rules

*To effectively accomplish its mandate, all members agree to:*

- Allow all voices and diverse views to be heard
- Hold the interest of the whole – act as a team by:
  - Reflect first before speaking, speak and act respectfully and recognize when others act respectfully
  - Share what she/he is thinking, feeling, knows and help each other to understand fully
  - Clarify her/his expectations, assumptions and interests (own and other’s)
  - Explore interests, issues and differences for understanding
  - Stay open to other views and remain flexible and reserve judgement
  - Call for a pause, take intentional breaks, caucus when needed – anyone can request
  - Not rush to decide and check for agreement
- Refer back to the PHAC mission to identify common ground
- Consider unintended impacts/risks before making a decision

Meetings

1. FAS will convene the committee and provide the committee program performance reports. The Committee may determine a need for sub-committee(s) and include City staffing when available.
2. Participation in discussions will be restricted to the members seated at the table, except when an open-floor is specifically itemized into the agenda.

### Committee Decision Making

PHAC chooses to work toward consensus by using a process that explores all views, concerns and interests, and generates alternate proposals in order to find common ground. PHAC agrees to:

1. Engage in sharing information/be explicit with each other
2. Use thumb voting and discussion to find common ground
  - a) Conduct open voting with *thumbs up*/approval, *thumb sideways*/acceptable or acceptable with questions or reservations, or *thumbs down*/not acceptable.
  - b) Explore thumbs sideways or down and ask for proposals to bring nays to “can live with it”.
  - c) After discussing dissenting opinions, alternate proposals may be generated from the group to see if full agreement can be reached through subsequent voting. The dissenting statement will be an alternative proposal to the recommendation under discussion.
  - d) Vote on proposals to check for full consensus and proceed with understanding of all positions even if not in full agreement (exception of one).
3. Identify all positions even if not in full agreement.

Since there is value in the City hearing dissenting opinions, if a final decision from PHAC does not reach full consensus after using the process above, the minority opinion(s) will be stated.

  - a) Dissenting statements for annual reports may be issued if the constituent group (at least 3 of 4 representatives) has consensus.
  - b) Dissenting statements must speak directly to the recommendation.
  - c) Dissenting statements will be displayed as an appendix in the report, separate from the majority recommendation.

### Meeting Facilitation

FAS will provide meeting facilitation. In close coordination with the project team, the facilitator will:

1. Formulate the agenda for all meetings and facilitate Committee meetings.
2. Keep the discussion highly focused on track with the agenda and close off digressions.
3. Grant the speaking authority to the members, such that only one person will speak at a time and no one will interrupt another.
4. Prohibit any personal attacks or statements that give the appearance or tone of blaming others for specific actions or outcomes.
5. Identify and synthesize points of agreement and disagreement and communicate these in the form of written meeting summaries (see below for further detail).
6. Coordinate any necessary fact-finding required.
7. Coordinate the preparation of single-text drafts of key documents between meetings to serve as a basis for deliberations.
8. Ensure compliance with all ground rules.
9. Serve as a confidential communication channel for members and observers who wish to express views but do not feel comfortable addressing the full group.
10. Advocate for a fair, effective, and credible process, but remain utterly nonpartisan with respect to the outcome of the deliberations.

### **RESPONSIBILITIES OF CITY PURCHASING AND CONTRACTING SERVICES**

1. FAS Labor Equity staff will participate in the meetings, support the Committee and attend meetings, develop the agenda, facilitating discussions, meeting facilitation as needed and administrative support, including documenting deliberations and presenting information.
2. Labor Equity staff will provide information to the Committee including alignment with Race and Social Justice equity plans, data, progress reports, and related work plans.
3. Provide Advisory Committee with meeting schedule and location at least two weeks prior to each meeting, unless an emergent need arises;
4. Provide direction, purpose, and attend meetings;
5. Prepare meeting agendas and materials to support the Advisory Committee's work through the agenda;
6. Labor Equity staff will prepare a summary of each meeting, to include key discussion items, areas of agreement or disagreement without attribution. Labor Equity staff will send a draft to members after each meeting. Approval of the summary will occur at the following meeting, after Labor Equity staff note any additions, corrections, or clarifications. If substantial changes are made, a revised version will be issued. The summary will include a list of those in attendance.
7. Meeting summaries will be made available for public review upon final approval by FAS and the Advisory Committee.

### **PHAC ANNUAL REPORT**

PHAC members will identify Priority Hire recommendations and priorities to be included in an annual report to FAS, the Mayor and City Council. The PHAC report will review existing progress from the perspective of each interest group and the committee at large, and any recommendations or findings the Committee wishes to offer related to the program. The CPCS (City Purchasing & Contracting Services) Director will forward the report to the Mayor and City Council.

A subcommittee of volunteers from each of the four stakeholder groups will prepare a draft set of recommendations to be finalized by PHAC as a whole.

### **COMMUNICATION**

Any media requests, inquiries or outreach shall be directed to CPCS.

Any communication on behalf of PHAC must come from the group, not individuals on behalf of the group. Representatives from all four stakeholder groups will generate a written document that reflects the decision made by the Advisory Committee, without any changes, and a copy will be sent to all PHAC members. Communications from PHAC about a decision that has been made will include a brief statement of context regarding the decision and any issues of consideration, e.g., dissenting opinion if consensus was not reached.

### **PUBLIC PARTICIPATION**

This committee may be of interest to the public, observers, other public agencies, and other advocates or interested advisors. Members of the public are invited to attend any meeting, and may actively speak, participate or comment at those times when prescribed within the meeting agenda. All meeting minutes and agendas will be available on-line for public view.

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