

# **Strategic Directive 12**

## **Employee Relations**

### **Annual Update**

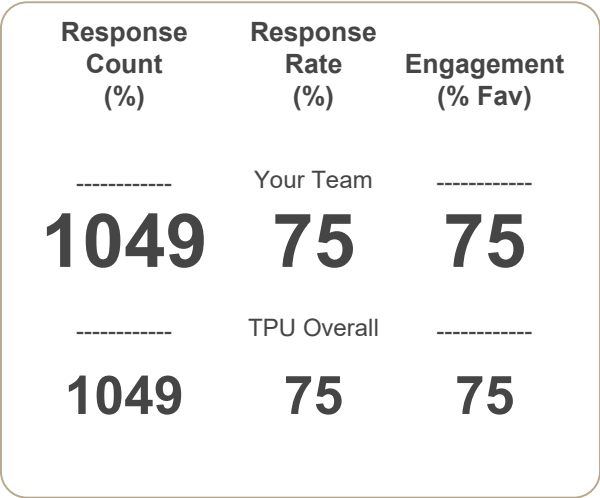
**March 8, 2023**



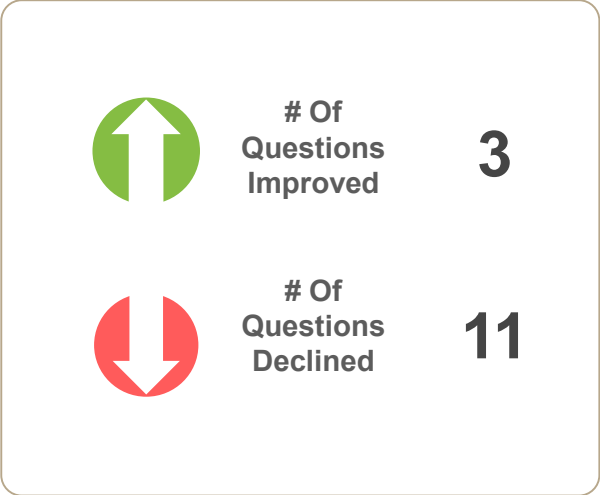
# Employee Survey



# Summary of results



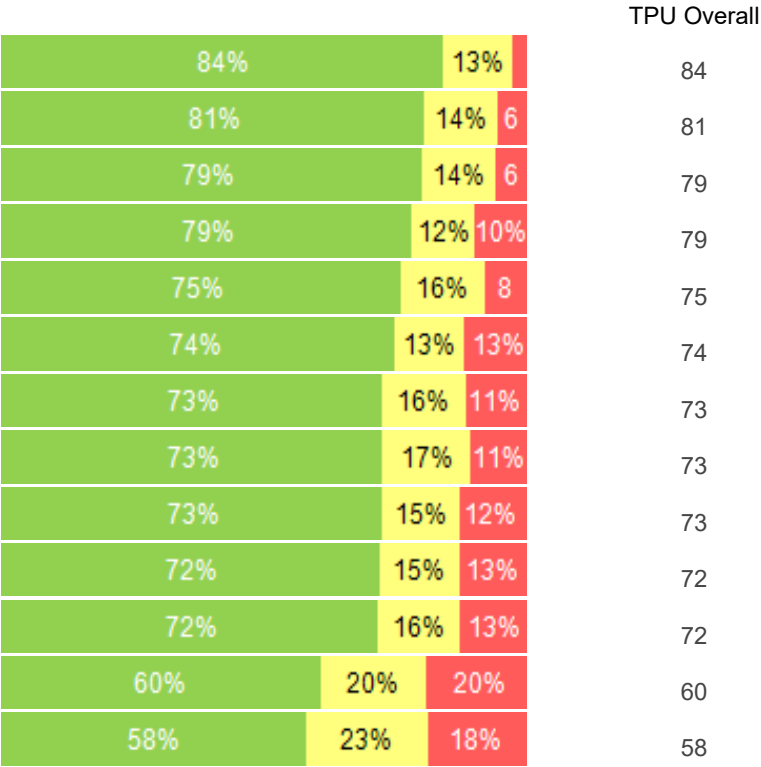
## Notable Improved/Declined Items



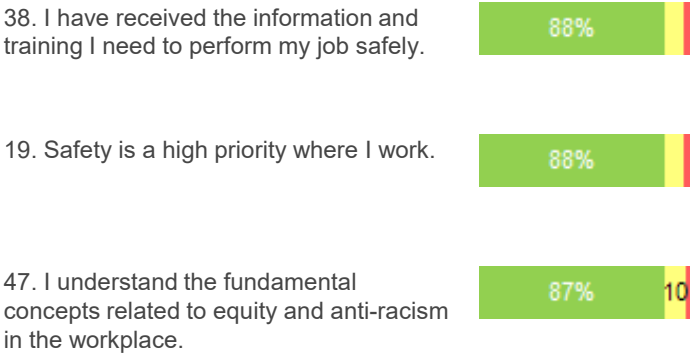
## Dimension Level Results

- Community Focus
- Safety
- Diversity & Inclusion
- Work Arrangement
- Engagement
- Considerate Treatment
- Work Environment
- Career & Development
- Feedback & Accountability
- Workload
- Rewards & Recognition
- Operational Effectiveness
- Communication

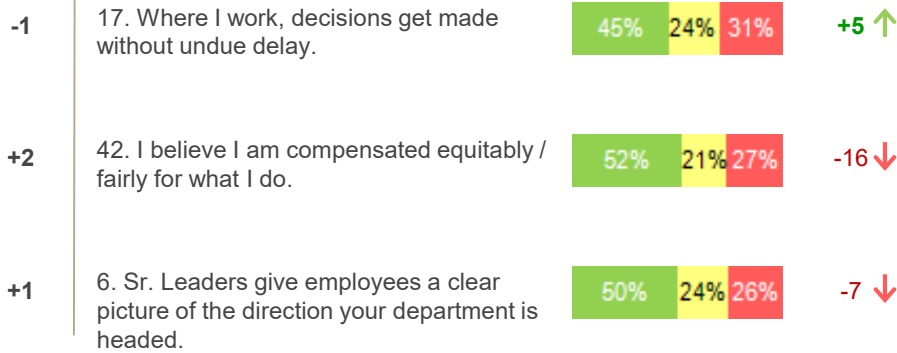
1049 Total Respondents (Response Rate 75%)



## Top 3 Most Favorable



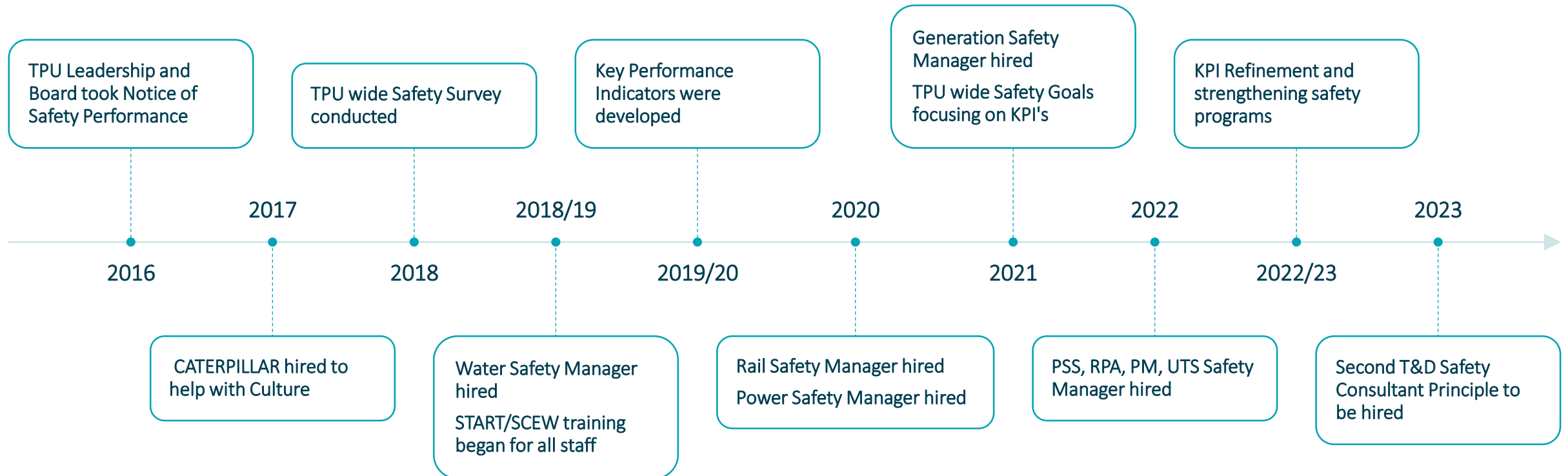
## Bottom 3 Least Favorable



# Safety



# TPU SAFETY Journey





# TPU SAFETY GOALS



## 2022 TPU Goals & Key Performance Indicators

### Safety Training -

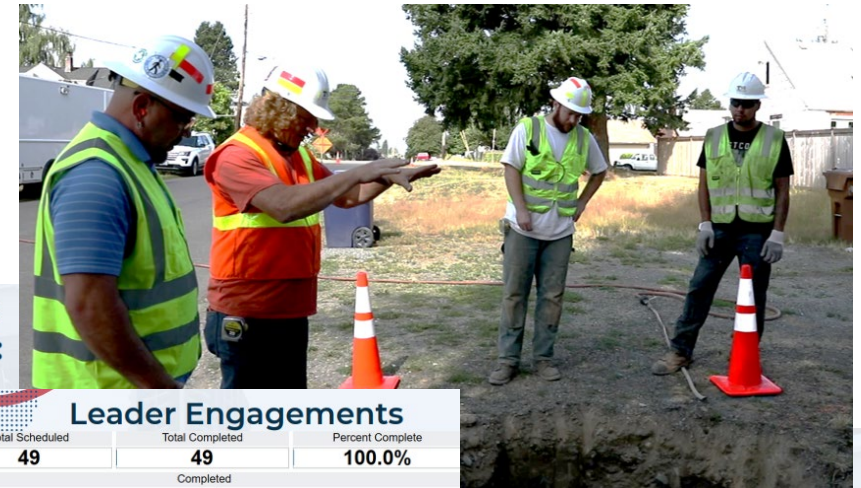
- Safety training audit and create a training matrix for all job functions and classifications
  - Result – Audit completed in Power, Water, Rail

### Safety Reporting -

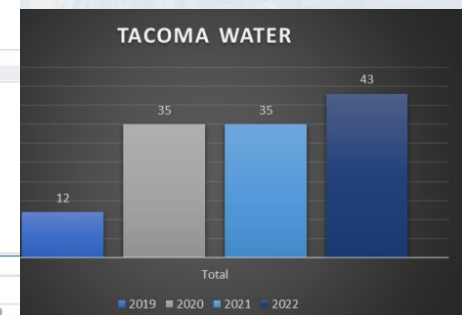
- Increase operational safety reports from employees by at least 10% (goal of 140)
  - Result - 159 Corrective Actions processed in 2022.

### Leadership Engagement

- Result - 476 Leadership Engagements across TPU



### Corrective Actions



# TPU SAFETY GOALS



## 2023 TPU Goals & Key Performance Indicators

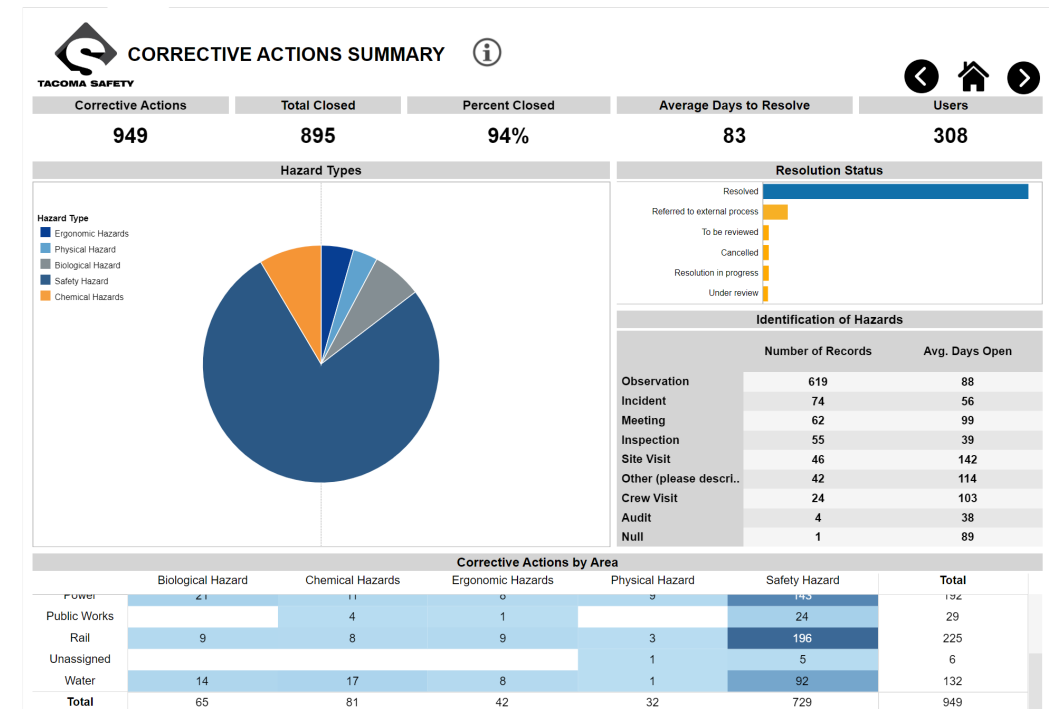
### Corrective Actions:

- TPU Divisions increase by 10% Corrective Actions completed within 60 days
  - 113 Corrective Actions closed in under 60 days.

### Leadership Engagements:

- Divisions increase Leadership Engagements by 10% over 2022
  - 514 Leadership Engagements

### Sponsor one Safety recognition event in 2023



# Employee Recognition





# Employee Recognition



## Service Awards

- Nearly 400 Employees recognized (2019-2021)
- Special feature in Ubits
- Workday reception
- Division recognitions
- Highlighting honorees in Unet & Ubits
- TPU Night at the Rainiers
  - First Pitch – Carolyn Solitaire
  - Parade on the field
  - Game day program *The Dirt*
  - Party deck exclusively for staff

## 2023 Employee Strategic Communications Plan

- Supports the Director's work plan, "Strengthen Employee Experience"
- Informed by employee feedback from surveys
- Opportunities for employee recognition
  - Highlighting good work in newsletters
  - Addition of "Career Spotlights"
  - Service Awards
  - TPU Connects employee conference

## Publications

- *Newsline*: peer shoutouts
- Leaders recognizing good work



# Employee Recognition



## Employee features:

- New hires
- Promotions
- Work Anniversaries
- Employee spotlight
- Career spotlight

### Celebrating Work Anniversaries

Congratulations to the employees who reached a work anniversary with us in February. Their years of service as of 2023 are listed next to their names.

Rob Saul (3)  
John Vance (5)  
Lyna Vo (5)  
Charelle Walls (5)  
Dain Rochon (6)

Justin Gerchak (7)  
Chris Preston (9)  
Ryan Murphy (10)  
Shantel Broussard (12)  
Rod Mapes (21)

Heather Croston (21)  
Jake Mann (22)  
Bill Thompson (22)  
Tim Burleigh (22)  
Denyse Kerlee (25)



### Get to Know Duc Vuong, Senior Electrical Engineer

Duc Vuong is a Senior Electrical Engineer in our Electrical Instruments and Controls team within the Planning & Engineering section. He has worked for Tacoma Water for 23 years.

### What are your day-to-day responsibilities for Tacoma Water?

I work with our Electrical and I&C (Instrumentations and Controls) team to oversee and maintain the Tacoma Water SCADA systems – supply, treatment, and distribution.



### Meet Aubrey Arevalo



Every Thursday, Aubrey Arevalo (Natural Resources) carries her binoculars and gear down the almost 300 stairs alongside the lower Cushman dam. Upon reaching the landing, she does her gear and snorkels the pool before continuing three miles downstream to her final destination at a waterfall.

Along the three miles, Aubrey looks for salmon nests – depressions in the river bottom made by the female salmon in which they lay their eggs. “I refer to them as fish nests,” laughed Arevalo. “I track where the nests are so our group can monitor what areas the fish spawn in.”

The river provides information as well as adventure. “There is a spot where I swim through rapids,” Arevalo said. In some areas, she walks along both sides of the river, observing and noting key data. These weekly adventures – called spawning ground surveys – are a federal requirement for the Cushman Dam. But for Arevalo, they are so much more. “I have known I wanted to do this work since I was thirteen.”

While growing up in San Diego, she was always in and around water. Whether surfing, swimming, or fishing, water was a part of everyday life. Then, when she entered high school, she heard about the National Oceanic Science Bowl (NOSB). “It’s a science bowl, a biology, and oceanography.” The experience affirmed her passion for science and the environment.

But the joy shifted to grief when the staff member facilitating their group was diagnosed with brain cancer and passed away shortly thereafter. “I took over the club in his honor,” said Arevalo. From there, her passion for the learning and subject matter took off. At the age of sixteen, she worked for a PhD student at NOAA and at wildlife preserves.

Aubrey continued to Humboldt State University, majoring in fisheries biology. She came to Tacoma Power two years ago where everyday she uses her experience, passion, and education to restore our natural environment. A primary way she does this is through tagging

fish. A coded wire tag (CWT) and thermal marking of the ear bones (otoliths). The CWT is an extremely small tag, about the width of the head of a mechanical pencil, that is placed in the snout. Clinock salmon raised at the North Fork Hatchery are tagged when they are very young (10 weeks old).

Salmon do not get tagged with CWTs. They receive thermal markings that appear on their ear bones (otoliths). “The rings in a fish otolith can be used to determine the age of the fish,” Aubrey stated. “When the water temperature changes, over by a few degrees, it creates the fish. That creates a mark on the otolith.”

Before the eggs hatch and then just after the egg hatch, Cushman staff raise the water temperature four degrees Celsius for a few minutes then return the eggs or newly hatched fish to their regular water temperature. That creates a two mark sequence on their otoliths. Each group is marked with a specific sequence so once they reach adulthood and return to Cushman, they are captured as the Adult Tag on Cushman Dam 2 and spawled. Then, every Wednesday, Aubrey dissects them to chart key information such as length, weight, sex, and growing.

Tagging this data is critical to continuing to increase the fish populations in our area. This year, 267 Clinock adults returned to Cushman. “Last year, we had 277 brookside adults return,” said Aubrey. “This year, we had 450.” That dramatic increase is due to the hard work of our Natural Resources staff and the local tribe members they work to restore the native populations.

Aubrey has come a long way from those days of leading her NOSB team and studying for the next upcoming competition, but she never forgot her roots that put her on this journey. Her fond memories of fishing with her father and her time spent on the river have fueled her drive for conservation of marine life, and she is excited to be able to pursue that passion through her work.

### Staffing updates



Rely on and respect each other



Paul Martin has accepted the position of Security Engineer in the Physical Security group (Power Shared Services).

Paul comes to this role with a great deal of experience in various electronic physical security technologies and advanced solutions development. All of which will provide a great foundation to support Tacoma Power in ensuring all of its employees and assets are protected to the highest level possible.

In his spare time, Paul enjoys spending time with his family and helping his dad on his farm in Elmo where he raises cattle. He also is currently visiting National Parks and collecting cancellation stamps from each location.

Chris Roberts has accepted the position of Sr. Operations Technology Engineer with the Automation Engineering Group (Generators).

Chris has worked for the City for over 16 years, starting in Environmental Services as a temporary Machine's Assistant, pursued a career as an Electrical/Instrumentation Technician, and eventually managing the electrical and automation groups for the two wastewater plants and the pumping stations.

He and his wife, Amanda, live with their growing family in the Waller community. The children keep them both busy. In his spare time, Chris enjoys dabbling in the garden with an eighth of an acre of garden space, and hopes to develop green thumb.

### Welcome New Hires and Congratulations to those Promoted

Congratulations to our recent new hires and promotions! Say hello and congratulate them over MS Teams or email.

#### Promotions

Jan. 30

**Savana Tith**  
Heavy Equipment Operator

Feb. 13

**Tiana Galloway**  
Utility Services Representative

Feb. 13

**Nate Lawson**  
Water Quality Specialist

Feb. 13

**Ryan Murphy**  
Operations & Maintenance Analyst

#### New Hires

Jan. 17

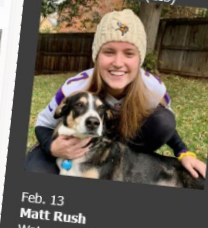
**Mallory Sagehorn**  
Senior IT Analyst (GIS)

Jan. 30

**Emmanuel Carter**  
Water Utility Worker

Jan. 30

**Rodney Brown**  
Water Utility Worker



Feb. 13  
**Matt Rush**  
Water Utility Worker



Feb. 13  
**Nick Ulacia**  
Watershed Inspector



## Reinforce Appreciation & Recognition in our Culture

New Employee onboarding

Core Conversations

Leadership development training

### Core Conversations



### L.E.A.D.



#### Top 15 management skills

- Show care and respect
- Advocate for your employees
- Communicate
- Collaborate
- Be consistent, fair, and equitable
- Give autonomy
- Ask for and be open to feedback
- Deal with issues
- Be approachable
- Show appreciation
- Hold employees accountable
- Be available and responsive
- Follow through and follow up
- Make expectations clear
- Provide resources and training



# Employee Recognition



## Recognition Programs and Activities


Employee of Quarter

Employee of Year

Opportunities for discussion, listening sessions, workshops

Notecards of appreciation and recognition from leaders to staff

Gatherings and Celebrations

 **Employee  
of the 3rd  
Quarter!**

**2022**

