



## RESOLUTION NO. U-11196

1 A RESOLUTION adopting Public Utility Board Strategic Directive (SD) Twelve  
2 on Employee Relations.

3 WHEREAS in response to changes in the utility industry, and to ensure  
4 that Tacoma Public Utilities (TPU) continues to meet the Tacoma Public Utility  
5 Board's goals of delivering affordable, reliable, and environmentally sensitive  
6 services, the Board is developing policies concerning Government Processes,  
7 Board-Director Linkage, and Strategic Directives, and  
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9 WHEREAS the Strategic Directives guide TPU's efforts to effectively and  
10 efficiently address current and future challenges, mitigate risks, pursue strategic  
11 opportunities, optimize services for TPU customers, and capture the  
12 performance expectations of the Board, and  
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14 WHEREAS this resolution adopts Strategic Directive Twelve concerning  
15 Employee Relations, and

16 WHEREAS Tacoma Public Utilities Leadership along with the Public  
17 Utilities Board consider employees our most valuable assets, as TPU  
18 employees are the face of the utility to our customers and their dedication  
19 keeps the utility running on a day-to-day basis, and  
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21 WHEREAS TPU is committed to creating and maintaining a positive,  
22 supportive environment where employees are inspired to do their best work,  
23 and this commitment ensures that all employees benefit from a safe, productive  
24 work environment, fair and equitable compensation, recognition of efforts, and  
25 the sense that they are valued, and  
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WHEREAS the Values set forth in Strategic Directive Twelve are:

- 1 1. TPU leaders will ensure a safe and healthy work environment for all
- 2 employees;
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- 4 2. TPU will ensure consistent, fair, and equitable treatment and
- 5 compensation for all employees;
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- 7 3. TPU will foster transparent, open communication and will solicit and
- 8 encourage frequent, two-way communication;
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- 10 4. TPU will support, invest in and make available opportunities for
- 11 career growth and development; and
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- 13 5. TPU will provide an equitable work environment; and

WHEREAS the Outcomes of this Strategic Directive include:

- 14 1. Employees feel physically and emotionally safe while at work;
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- 16 2. Employees will feel respected, valued and heard;
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- 18 3. Employee feedback is acted upon by creating focused efforts to
- 19 address areas of concern; work diligently to maintain what is working
- 20 well and adopt consistently across the organization; communicate
- 21 efforts broadly and regularly;
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- 23 4. Equitable access to training and job opportunities; employees have a
- 24 clear understanding of developmental opportunities;
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- 26 5. Fair and equitable compensation for work;
6. Both formal and informal recognition for employees is provided on an ongoing and regular basis; and



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7. Leaders working together across TPU to ensure fair and consistent treatment of all employees; and

WHEREAS these policies were developed at regularly-scheduled Board study sessions and/or properly-noticed public meetings and all future Board reviews and amendments will be handled similarly, and

WHEREAS the Board has committed to monitor and ensure compliance with Board policies. This oversight provides an opportunity for the Board and staff to clarify, revise and develop new policies when necessary as TPU navigates changes in the utility industry, and

WHEREAS the Board and Director have determined that adopting Public Utility Board Strategic Directive Twelve on Employee Relations is in the best interests of Tacoma Public Utilities and the ratepayers; Now, Therefore,

BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

That Public Utility Board Strategic Directive Twelve on Employee Relations, in the form as on file with the Clerk, is adopted and approved.

Approved as to form:

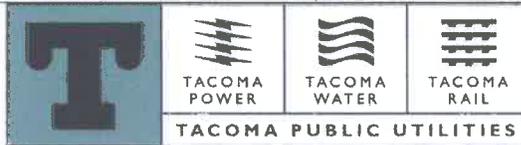
\_\_\_\_\_  
Chair

      /s/        
\_\_\_\_\_  
Chief Deputy City Attorney

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Secretary

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Clerk

Adopted \_\_\_\_\_



**PUBLIC UTILITY BOARD POLICY**

<p>Category: <b>Strategic Directive</b></p> <p>Date of Adoption: <b>September 23, 2020</b></p> <p>Resolution No.: <b>U-11196</b></p> <p>Revision Date:</p>	<p>Title: <b>Employee Relations</b></p> <p>Policy Number: <b>SD-12</b></p>
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**Purpose**

Tacoma Public Utilities Leadership along with the Public Utilities Board consider employees our most valuable assets. TPU employees are the face of the utility to our customers and their dedication keeps the utility running on a day to day basis.

TPU is committed to creating and maintaining a positive, supportive environment where employees are inspired to do their best work. This commitment ensures that all employees benefit from a safe, productive work environment, fair and equitable compensation, recognition of efforts, and the sense that they are valued.

**Values**

1. TPU leaders will ensure a safe and healthy work environment for all employees.
2. TPU will ensure consistent, fair, and equitable treatment and compensation for all employees.
3. TPU will foster transparent, open communication and will solicit and encourage frequent, two-way communication.
4. TPU will support, invest in and make available opportunities for career growth and development.
5. TPU will provide an equitable work environment.

**Outcomes**

1. Employees feel physically and emotionally safe while at work.
2. Employees feel respected, valued and heard.
3. Employee feedback is acted upon by creating focused efforts to address areas of concern. Work diligently to maintain what is working well and adopt consistently across the organization. Communicate efforts broadly and regularly.
4. Equitable access to training and job opportunities. Employees have a clear understanding of developmental opportunities.
5. Fair and equitable compensation for work.

6. Recognitions: both formal and informal recognition for employees is provided on an ongoing, regular basis.
7. Leaders work together across TPU to ensure fair and consistent treatment of all employees.

### **Measurement**

1. Employee Survey results will reflect outcomes.
2. Safety goals utilizing the results of: Completion rates as a percentage by department of Safety Culture Excellence Workshop (SCEW) and Supervisor Training in Accountability and Recognition Techniques (START) safety training courses; KPIs by department related to site visits; KPIs by department related to corrective actions.
3. Summary of recognition efforts.

### **Reporting**

Frequency: Annually

Reporting method: Employee Survey, employee performance reviews