



Strategic Directive 12 Employee Relations

Update to the Tacoma Public Utility Board

April 14, 2021



Presenters



Cheryl Bidleman
Human Resources



Laurie Hardie
Office of Health and Safety



Dan Drennan
Public Affairs & Communications



Rebekah Anderson
Public Affairs & Communications



Travis Metcalfe
Tacoma Power



Lori Daniels
Tacoma Rail



Jennifer Airey
Tacoma Water

••• Human Resources Initiatives: 2020

- COVID Pandemic
 - Contact tracing, symptomatic screening, quarantine oversight
 - New COVID related programs and policy revisions
 - Labor negotiation support for COVID related revisions
 - Transitioning all programs to “virtual” interviewing, testing, onboarding, training, employee relations, union activity.
- Significant staff furloughs due to budget concerns
- Recruiting and Employee Relations activity

●●● Human Resources Initiatives: 2020

Class and Comp Study

- Paused due to COVID related budget concerns

Workforce Equity Study

- Paused due to COVID related budget concerns

HR Dashboard & Equitable Hiring Practices

- Positions on hold due to COVID related budget concerns
- Progress on the dashboard: Multi-year trend and benchmarks
- Progress on equitable hiring practices: Oversight of practices by HR Analysts

●●● Human Resources Priorities 2021

Implementation of Plans

- Class and Comp Study: Recommendations due late Fall 2021
- Workforce Equity Study: Recommendations due May 2021

Building out the HR Dashboard

- Hiring Sr. HR Data Analyst
- Complete data for employee lifecycle

Building out Equitable Hiring Practices

- Hiring HR Business Partner
- Continue to identify and build out practices
- Implementing WF Equity Study recommendations

Office of Health and Safety 2020 Accomplishments



- Sourced Online Safety Software Management System.
- Created department safety advocate list.
- Created OHS's first COOP.
- Created OHS's first Pandemic Plan.
- Created OHS' first Reconstitution Plan.
- Developed the OHS email: safety@cityoftacoma.org

- STIT launched their first Monthly Training – Defensive Driving.
- Launched Smith System Defensive Driving Pilot with the Customer Service Dept.
- Updated NEO presentations.
- Launched START virtual class.
- First virtual SCEW class.
- Stood up the Safety Training Improvement Team.
- Combined the GG and TPU Steer Teams.

- Created the first OHS budget
- Finalized Safety Structure and final development of PDF's and Classifications.
- Created Monthly Injury Data Report.
- Created Monthly Key Performance Indicator Report.
- Developed Safety SOP's for each position.
- Update the City to align with new DOT regulations.

●●● Safety - Employment Survey

					Trend	Tacoma Public Utilities	Govt. / Non- Profit Norm	Overall Norm
8. Sr. Leaders respond as quickly as possible when safety problems are discovered where I work.	972	73%	15%	11%	+6 ↑	0	---	-6 ↓
21. Safety is a high priority where I work.	1008	86%	9	5	+1	0	---	-1
22. Where I <u>work</u> we do not compromise our safety in order to meet other targets.	999	82%	10%	7	+2	0	-3	0
26. My supervisor holds employees accountable for following safety procedures.	990	83%	12%	5	+1	0	---	0
34. We are recognized for following safety procedures at work.	978	67%	25%	8	---	0	---	---
46. I have received the information and training I need to perform my job safely.	1012	89%	8		0	0	---	+2

●●● OHS Responses to Covid-19

Workers' Compensation:

Partnered with MultiCare to provide:

- a. virtual doctor appointments for injured employees to continue healing.
- b. identifying safe and clean clinics for DOT required drug and alcohol screening.

Industrial Hygiene:

- a. Researched and provided approved COVID-19 Disinfectant Recommendations and appropriate research in collaboration with EM PPE for the city departments.
- b. Co-Management of PPE stockpile at TPU.

Training:

- a. Developed virtual training for six required Safety trainings to meet compliance and needs of the City.
- b. Provided office ergonomics training and personal virtual evaluations for City employees.

Policy and Procedure:

- a. Developed Employee Safety Procedures for interacting with Customers in the field.
- b. Created and launched the Covid-19 Toolkit Resources – Policy and Training.

Covid-19 Requirements:

- a. Assisted with development of department Wellness Stations. Police, Public Works, CS.
- b. Assisted with development of Covid-19 Coordinators.
- c. Assisted with Reconstitution planning and departmental walkthrough compliance.

●●● Safety - Priorities for 2021

People	Process	Prevention	Performance
		KPI 1 –	
		KPI 2 –	

●●● Employee Survey Results

Biennial Employee Engagement Study in Oct/Nov 2020:

- Fielded primarily online with supplemental paper
- 77% response rate (1,032 employees);
 - Up from 67% in 2018
- Overall Engagement Index is 80% Favorable
 - Unchanged since 2018
- Fielded simultaneously with City of Tacoma GG
- New questions added for COVID, DEI this year

Employee Survey Results

7 items notably improved since 2018

Communication

- Exec Leadership gives employees a clear picture of the direction the TPU is headed (64%, +12)
- Exec Leadership's actions are consistent with what they say (55%, +9)
- Exec Leadership encourages reporting important info up-the-line, even if it's bad news (64%, +7)
- Sr. Leaders give employees a clear picture of the direction your department is headed (57%, +6)

Safety

- Sr. Leaders respond quickly when safety problems are discovered where I work. (73%, +6)

Career & Development

- I feel that my career goals can be met at TPU (66%, +5)

Engagement

- I would choose to stay with TPU even if offered the same pay and benefits elsewhere (66%, +5)

1 item notably declined since 2018

Community Focus

- I feel good about the ways TPU contributes to the communities (86%, -6)

●●● Employee Survey Results

Next Steps & Goal Planning:

- Initial goal for all supervisors to share survey results with teams, host discussions, answer questions
- Collaboration between City Manager & Director on 2 strategic goals city-wide:
 1. Continue focus on DEI initiatives, training, policies
 2. Further study of Question 10 for greater clarity:

10. Employees can express their ideas / views without fear of negative consequences. 1020



● ● ● Communications Initiatives: 2020

Emergency Management

- Helped transition to telework by keeping employees informed daily
- Developed ways to improve morale by crowdsourcing newsletter content from staff: Pet of the Week, Shout Outs, calls for photos, etc.
- Coordinated with City's communications office on messaging

Employee Satisfaction Survey

- Notifications and reminders to complete the survey
- Storytelling from executives on how past results have been used to implement change

● ● ● Communications Initiatives: 2021

Emergency Management

- Provide support for reconstitution and phasing employees back to campus
- Improve resources for communicating with field staff
- Continue coordination with City's communications office

Employee Satisfaction Survey

- Reminders to managers to complete goal setting
- Share organizational goals broadly to TPU employees
- Continue storytelling about how work groups are using results to implement change

●●● Power Specific

2020 Accomplishments

- LEAD, DIOM, Equity, EEO, & Safety training
- TPU wide mentoring program & Director's mentoring circles
- Hired Power Safety Manager
- Support for affinity group efforts
- Safety improvements related to COVID
- **Power Up** monthly newsletter for employees
- **The Outlet** dedicated communication channel for our field staff

COVID Delays:

- Digital signage & workspace planning standards postponed

2021 Key Results:

- Power Strategic goal focused on Employees with quarterly key results
- Many improved Employee Survey results and developing Action Plans for all Supervisors that received reports
- Safety Leadership Commitment & Video
 - Continue to implement Safety KPIs & Training
- Workplace standards
- Power Equity Committee initiated
- Pre-apprenticeship Program (Former Electrical Trainee Program)
- Employee development programs

●●● Rail Specific

2020 Accomplishments

- Safety in support of Safety initiative
- Employee Recognition efforts
- Training

COVID Impacts:

- Staffing challenges – essential workforce
- Implement additional safety protocols in compliance with EM & CDC guidelines

2021 Deliverables:

- Safety
- Improve communications with employees
- Increase employee engagement
- Partner with HR on innovative approaches for equitable hiring

Water Specific

2020 Accomplishments

- Water new employee orientation
- Transitioned to virtual format:
 - Apprenticeship classes
 - quarterly leadership training EEO/DE&I
 - LEAD training for new and aspiring leaders
- WaterLine – monthly employee newsletter
- Re-org completed; positions filled
- 2 dedicated Safety positions
- TTEP - PUB support to extend/expand partnership

2021 Key Deliverables:

- Equity Committee
- Affinity Groups
- Stabilize workforce
- Workforce Development Initiative
 - Knowledge capture
 - Training plans
 - Apprenticeship Program Refresh

COVID Impacts:

- Re-org: team building



SD-12 EMPLOYEE SURVEY *ABBRV*

Abbreviated Report for SD-12: Mapped Outcome Responses

The following selection of responses from the employee engagement survey are mapped back to the SD-12 Outcomes section.

CONFIDENTIAL



ITEM DETAIL

Outcome 1:

Employees feel physically and emotionally safe while at work.

1032 Total Respondents (Response Rate 77%)

	Responses		Trend	Tacoma Public Utilities	Govt. / Non-Profit Norm	Overall Norm
57. Considering the circumstances, I feel reasonably balanced and healthy right now.	1019	76% 15% 10%	---	0	---	---
66. I am proud to work for the City of Tacoma / Tacoma Public Utilities.	1027	87% 11%	-1	0	+1	+4
70. Overall, I am satisfied with the <u>CoT / TPU</u> as a place to work.	1020	82% 13% 5	-2	0	+10 ↑	+7 ↑

ITEM DETAIL

Outcome 2:

Employees feel respected, valued and heard.

1032 Total Respondents (Response Rate 77%)

	<u>Responses</u>		<u>Trend</u>	<u>Tacoma Public Utilities</u>	<u>Govt. / Non-Profit Norm</u>	<u>Overall Norm</u>
10. Employees can express their ideas / views without fear of negative consequences.	1020	53% 23% 24%	-1	0	-6 ↓	-12 ↓
31. My supervisor treats me with respect and dignity.	1027	87% 9 4	+1	0	0	+1
32. My supervisor listens to my concerns and suggestions.	1026	83% 10% 7	+1	0	+5 ↑	+2

ITEM DETAIL

Outcome 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.

1032 Total Respondents (Response Rate 77%)

	Responses		Trend	Tacoma Public Utilities	Govt. / Non-Profit Norm	Overall Norm
5. Exec Leadership Team encourages reporting important info up-the-line, even if it's bad news.	1001		+7 ↑	0	+5 ↑	-3
7. Sr. Leaders encourage reporting important information up-the-line, even if it's bad news.	1010		+1	0	+4	-4
11. I believe the results of this survey will be used constructively.	1002		+1	0	-9 ↓	-16 ↓

ITEM DETAIL

Outcome 4:

Equitable access to training and job opportunities. Employees have a clear understanding of developmental opportunities.

1032 Total Respondents (Response Rate 77%)

	Responses		Trend	Tacoma Public Utilities	Govt. / Non-Profit Norm	Overall Norm
47. I have received the training I need to perform my job effectively.	1022	<div style="display: flex; justify-content: space-between; width: 100%;"> 81% 13% 5 </div>	0	0	+11 ↑	+9 ↑
48. I have the opportunity to continually learn and grow.	1026	<div style="display: flex; justify-content: space-between; width: 100%;"> 74% 15% 10% </div>	-2	0	+4	+6 ↑

ITEM DETAIL

Outcome 5:

Fair and equitable compensation for work.

1032 Total Respondents (Response Rate 77%)

	<u>Responses</u>		<u>Trend</u>	<u>Tacoma Public Utilities</u>	<u>Govt. / Non-Profit Norm</u>	<u>Overall Norm</u>
50. I believe I am compensated equitably / fairly for what I do.	1025		-4	0	+11 ↑	+14 ↑
51. The benefits provided by the CoT / TPU meet my needs.	1022		-1	0	---	+18 ↑

ITEM DETAIL

Outcome 6:

Recognitions: both formal and informal recognition for employees is provided on an ongoing, regular basis.

1032 Total Respondents (Response Rate 77%)

	<u>Responses</u>		<u>Trend</u>	<u>Tacoma Public Utilities</u>	<u>Govt. / Non-Profit Norm</u>	<u>Overall Norm</u>
30. My supervisor recognizes me when I do a good job.	1021		+1	0	0	+1

ITEM DETAIL

Outcome 7:

Leaders work together across TPU to ensure fair and consistent treatment of all employees.

1032 Total Respondents (Response Rate 77%)

	<u>Responses</u>		<u>Trend</u>	<u>Tacoma Public Utilities</u>	<u>Govt. / Non-Profit Norm</u>	<u>Overall Norm</u>
15. Where I work, people accept a variety of ideas, perspectives and working styles.	1026	75% 	+2	0	+2	+4
59. The CoT / TPU has an environment where people of diverse backgrounds can succeed.	1005	75% 	-3	0	+1	-4
60. The CoT / TPU is committed to fostering inclusion and belonging.	1003	76% 	+3	0	---	-1

Safety

1032 Total Respondents (Response Rate 77%)

					Trend	Tacoma Public Utilities	Govt. / Non- Profit Norm	Overall Norm
8. Sr. Leaders respond as quickly as possible when safety problems are discovered where I work.	972	73%	15%	11%	+6 ↑	0	---	-6 ↓
21. Safety is a high priority where I work.	1008	86%	9	5	+1	0	---	-1
22. Where I work we do not compromise our safety in order to meet other targets.	999	82%	10%	7	+2	0	-3	0
26. My supervisor holds employees accountable for following safety procedures.	990	83%	12%	5	+1	0	---	0
34. We are recognized for following safety procedures at work.	978	67%	25%	8	---	0	---	---
46. I have received the information and training I need to perform my job safely.	1012	89%	8		0	0	---	+2