



City of Seattle
Seattle Public Utilities

Date: April 29, 2011

To: Councilmember Richard Conlin, Council President
Councilmember Mike O'Brien, Chair, Seattle Public Utilities and Neighborhoods
Committee
Councilmember Bruce Harrell, Chair, Energy, Technology, & Civil Rights Committee

From: Ray Hoffman, Director, Seattle Public Utilities

Re: Response to Statement of Legislative Intent 12-1-A-1 – SPU Workforce Efficiency
and Performance

This memorandum responds to City Council Statement of Legislative Intent (SLI) 12-1-A-1, adopted during the 2011-2012 budget process. The SLI requests that the Seattle Public Utilities Department put forward recommendations for improving work force efficiency and performance that can be implemented within current collective bargaining agreements and those that would require discussion as part of future contract negotiations. The proposed recommendations include the following elements:

1. Multi-skill job classifications, identifying where efficiencies or lower costs can be achieved and identifying approaches for broadening job duties and/or reducing the number of job classifications.
2. Shifts, work hours, and peak work loads, including seasonal, daily and time-of-day work loads and staff availability during low and high work load periods, evaluating the efficiency of flexible work schedules for various job classifications, and identifying whether seasonal, work day, or time-of-day peak work loads could be more effectively addressed through the use of seasonal, temporary, or contracted labor.
3. Performance benchmarks, identifying and evaluating utility industry or other relevant benchmarks for work processes performed by SPU and how benchmarks might be used to set worker or work group performance expectations.

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The attached is SPU's response to the SLI, due to the City Council by May 1, 2011.

Attachments: SPU Work Force Efficiency and Performance, Findings and Recommendations May 1, 2011, Sample UAR Scorecard

cc: Steve Barham, City Budget Office
Meg Moorehead, City Council Central Staff