

# CHARTER

## City of Seattle Labor Standards Advisory Group

### 1. Purpose

The Labor Standards Advisory Group is tasked with providing advice and making recommendations to the Mayor by mid-July 2014 on a range of topics including:

- **The City's role in gaining compliance with labor standards and workforce policies;**
- **The most pressing gaps and priorities in City enforcement efforts;**
- **The most effective compliance strategies, including use of community-based outreach efforts and public information and marketing strategies; and**
- **Ideas for improving the coordination of compliance and enforcement efforts by City departments.**

The Council has requested that the Mayor use the work of the Advisory Group to inform and build a proposal on wage, labor and workforce compliance and enforcement to put forward to the Council for action by September 8, 2014. The Mayor has committed to carefully and fully consider the recommendations and any ancillary products of the Advisory Group as he prepares any proposal for consideration by the City Council.

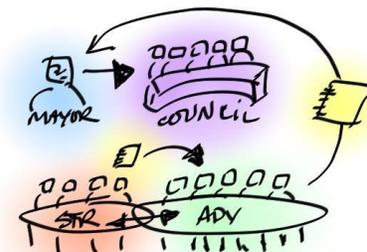
### 2. Genesis & Focus

The City of Seattle is a leader on wage, labor and workforce practices that enhance equity, address the 'wage gap' and create a fair and healthy economy for workers, businesses and residents. In order to continue this leadership, City Council, with the Mayor in concurrence, are sponsoring a review of City laws, regulations, policies and standards that pertain to wage, labor and workforce issues.

Laws addressing wage theft, paid sick and safe time, and use of background checks will be the focus of the Advisory Group. Current discussions and efforts on minimum wage, and any ensuing City ordinances on this topic will also figure into the work of the Advisory Group. The Advisory Group may also have interest in policies pertaining to gender wage equity and prevailing wage requirements. A list of pertinent City policies, regulations and laws is found in Attachments A and B, City of Seattle Wage, Labor, and Workplace Ordinances and Compliance and Enforcement Overview.

### 3. Structure & Relationship of Groups

The Labor Standards Advisory Group is populated with people who have a wide range of interests, perspectives and experiences with wage and labor standards and practices, and workforce issues. People who serve on the Advisory Group are: experts in some aspect of wage and labor issues; members of organizations with a vital interest in wage and labor issues; and those with a particular perspective that will be of use to the work of the Advisory Group and the Steering Group.



A Steering Group made up of City Department executives and staff, and personnel from within the Mayor's Office and the City Council, will provide support, staffing and guidance to the Advisory Group. Both the Mayor and the City Council will closely follow the work of the in Advisory Group, and can be asked to describe the interests and perspectives of the executive and legislative arms of Seattle government.

Membership for both groups is found in Attachment C Labor Standards Advisory Group Roster.

## 4. Objectives

The objectives listed below are designed to assist Advisory Group members in completing their task. The Steering Group, and staff associated with the Steering Group, will provide information to support these objectives. Members of the Advisory Group will also be invited to provide information they have that will be of use to the Advisory Group. Members of both the Advisory and Steering Groups are asked to refrain from moving too quickly to solutions, before all key information is on the table and all members have had a chance to both offer information and hear others' perspectives.

The three primary objectives listed below also define how the focus of the Advisory Group will be sequenced: Provide and receive context; Learn from successes and struggles, evaluate and recommend.

### ***a. PROVIDE AND RECEIVE CONTEXT:***

- i. Review the intent and history of wage, labor and workforce standards and policies in the City, and the relationships of these standards and policies to one another;
- ii. Understand the organizational structure within the City that supports current efforts regarding compliance and enforcement of wage, labor and workforce standards and policies;
- iii. Review existing efforts and programs to gain and enhance compliance with wage, labor and workforce standards and policies in the City;
- iv. Review existing remedies to workers for violation of City wage, labor and workforce standards, laws and policy; and
- v. Review enforcement efforts as a subset of the broader efforts to gain and enhance compliance.

### ***b. LEARN FROM SUCCESSES & STRUGGLES:***

- i. Gather and review laws and practices from other jurisdictions that may have relevance to this effort, including mandatory minimum wage;
- ii. Find and describe innovations in compliance, including enforcement ;
- iii. Review available data about current and projected demand for enforcement;
- iv. Identify and recognize successful and promising efforts within the City of Seattle regarding compliance and enforcement; and
- v. Describe and analyze relevant local, regional and national trends regarding wage, labor and workforce issues, including trends by employers.

### ***c. EVALUATE:***

- i. Use the information gathered in sections **a.** and **b.** above to describe and evaluate successes, impacts, barriers and missed opportunities in how the City has approached enforcement and compliance. This can include:
  - o A determination of which existing efforts meet and/or fail to meet the intent and expectations of City labor standards and policies; and
  - o A determination of the most pressing gaps in enforcement and compliance.
- ii. Synthesize and analyze innovations and practices from other jurisdictions that hold the most promise for use by the City of Seattle;
- iii. Anticipate and analyze the impacts and needs of any new or pending City legislation regarding wage equity.

### ***d. RECOMMEND:***

- i. The purpose, goals and objectives of the City's future response to enforcement and compliance;
- ii. Options for improving practices, enhancing coordination, or leveraging existing resources;
- iii. Any needed new laws or amendments to current laws;
- iv. Innovations and new ideas the City can employ to enhance compliance and enforcement;

- v. Effective enforcement and compliance strategies, including community-based outreach efforts, and public information, education and marketing strategies; and
- vi. Options for addressing any capacity, operations or resource shortages the City may encounter as it implements a new approach to enforcement and compliance.

## 5. Sequencing the Focus; Schedule & Deliverables

As noted in the previous section, the Advisory Group will structure its attention so as to take full advantage of and be judicious with the ~11 weeks available for the work. The first month of work will focus on context and learning, the second month on evaluation and the third month on recommendation.

Some work will be done at the outset to set overarching goals and principles to guide the recommendations. These will not include specific solutions. Specific solutions and options will be discussed and decided when final recommendations are discussed and developed.

Attachment D is the Schedule and Milestones for the Group. The second page is a list of meetings, agenda topics and deliverables. The first is a conceptual diagram showing the expected trajectory of the work of the Group. The schedule and deliverables, along with agendas, supplemental information and products of the Advisory Group will be kept current at an online location. The exact time and date of meetings will be determined at the first meeting of the Advisory Group.

## 6. Norms for Advisory Group Work & Interactions

Following the norms described below will help make the work of the Labor Standards Advisory Group productive, fair, candid and efficient. The Advisory Group is responsible for both agreeing to and observing these norms, with the assistance of the facilitator.

### *a. Participants:*

Those serving on the Advisory Group agree to the Purpose of the Advisory Group noted at the beginning of this charter, and commit to making every effort to reach the product requested by the Mayor and the City Council in the time provided.

Members will focus on outcomes, come prepared to meetings, attend all meetings and be attentive to time and the time of others.

Advisory Group membership is not fluid. If extraordinary circumstances prevent a member from participating in a meeting or other activity of the Advisory Group, a single person may fill in temporarily with advance notice to the facilitator. That person must be able to speak for the member.

Advisory Group members are expected to bring personal and professional knowledge to the table; some gained through the organizations, businesses or companies with which they are associated. Advisory Group members are invited to speak to the broad mission and vision of any pertinent organizations they belong to, and to keep others in their organizations informed of their progress. Internal review cycles of organizations represented by Advisory group member will be accommodated only to the extent possible while adhering to the timeline put forward by the Mayor and City Council.

### *b. Meeting Management:*

Initially, meetings will be in person. Over time, some meetings are expected to occur on-line, supplemented by conference calls using a call-in number provided by the City. City staff and the facilitation team will assist members to

access on-line and conference call. We will avoid having people call-in to in-person meetings. Meetings will usually be on the Civic Campus in downtown Seattle. If possible, some meetings will occur late in the day or in the evening.

Meetings will start on time. Staff to the Steering Group is responsible for providing and distributing advance materials to the Advisory Group, updating information available on-line and preparing action item and decision summaries of meetings.

The facilitator is responsible for agendas and for managing the meetings. The facilitator will manage meetings so all at the table can fully convey interests, information and ideas while staying attentive to both the purpose of the group and the time available. The facilitator is responsible for working with members in between meetings to ensure all have both understanding of and input to Group products. The facilitator is responsible for drafting products for the Advisory Group to work with and confirm. If Advisory Group members agree, drafting of some products can be assigned to Staff and/or to Advisory Group members or small groups.

The facilitator is responsible for process decisions. The facilitator will track and encourage the progress of the Advisory Group, and to press for outcomes and products in keeping with the purpose and objectives of the Advisory Group. The facilitator is responsible for actively assisting Advisory Group members observe the norms in this charter.

**c. *Candor, Respect & Confidence.***

Advisory Group members are both expected and encouraged to bring their strongly held perspectives and insights to the table. Candor is valued. Respect is also expected, encouraged and valued. Respect and candor exhibited in equal measure enhance productivity, confidence and trust.

## **7. Reaching Decisions**

These provisions outline how the Advisory Group will make decisions within the group.

**a. *Consensus not Required, but Desired***

The Mayor and City Council have requested a set of recommendations from the Advisory Group, and any ancillary products the Group believes will be of use in their decision making. As such, consensus is desirable, but is not required. Consensus can take several forms, all of which are available to the Group and acceptable:

- i. *"We agree in full with a recommendation."*
- ii. *"We do not all agree with a recommendation, but those of us who disagree will not stand in the way of having the recommendation move forward to the Mayor."* These statements might accompany this type of outcome:
  - *"I wish to register that I do not agree, and explain why" OR*
  - *"I simply wish to have it noted that I did not agree with, or did not have strong opinion about, or chose to abstain from the decision to move this decision forward"*
- iii. *"We agree that we do not agree on a particular issue or how to address it through a recommendation. We do have a joint understanding of our differing perspectives, as reflected in the following description: \_\_\_".* These statements might accompany this type of outcome:
  - *"Here are options for addressing these differences" AND / OR*
  - *"We understand the Mayor will have to make a difficult choice on this topic" AND / OR*
  - *"We expect, as individuals, to continue to work for the outcome we desire on this issue"*
- iv. *"We do not agree on a particular issue or recommendation, and do not agree on how to describe or frame our differences."* These statements might accompany this type of outcome:
  - *"Here are options for improving our joint understanding of this issue" AND / OR*

- “We understand the Mayor will have to make a difficult choice on this topic” AND / OR
- “We expect, as individuals, to continue to work for the outcome we desire on this issue”

**b. Dissent & Agreement**

Dissent is as important as agreement. It is the responsibility of each Advisory Group member to both provide and listen to dissent, and to seek to fully understand the nature of the dissent. Advisory Group members are responsible for actively seeking to understand the nature and source of dissent, and for offering creative options to address it.

Advisory Group members also commit to seeking and recognizing agreement when it occurs. Often agreement is incremental, and sometimes it is masked by ancillary disagreements. Calling out those places where there is agreement, however small it seems, is crucial for productivity and success.

The facilitator will work with Advisory Group members on conventions for testing dissent, agreement and consensus among those serving on the Advisory Group. The facilitator will also work with members to discern and decide how to characterize the perspective(s) of the group in final products.

**c. Information that Serves Decision Making**

Advisory Group members may request information to aid in their discernment and discussions, and to help build the final products. Advisory Group members will be asked to describe how the information requested will inform their internal decision making and the implications if that information is not available or cannot be compiled within the schedule proscribed by the Mayor and City Council.

**8. Appreciation & Thanks**

The Mayor, City Council and City staff each have great respect and appreciation for the commitment, energy and care it takes for citizens to serve voluntarily on this Advisory Group. They expect to mirror your dedication. Thank you.