

**PORT OF SEATTLE**  
**MEMORANDUM**

**COMMISSION AGENDA**  
**ACTION ITEM**

<b>Item No.</b>	5c
<b>Date of Meeting</b>	October 2, 2012

**DATE:** September 24, 2012  
**TO:** Tay Yoshitani  
**FROM:** Annalee Luhman, Learning and Leadership Manager, Human Resources and Development  
**SUBJECT:** Interlocal Agreement with Green River Community College and the Port of Seattle – Frontline Supervision Courses

<b>Amount of This Request:</b>	\$ 300,000	<b>Source of Funds:</b>	General Fund
<b>Est. State and Local Taxes:</b>	\$ N/A	<b>Est. Jobs Created:</b>	N/A
<b>Est. Total Contract Cost:</b>	\$ 300,000		

**ACTION REQUESTED:**

Request Commission authorization for the Chief Executive Officer to enter into and implement an Interlocal Agreement (ILA) with Green River Community College (GRCC) for GRCC to provide curriculum development and classroom delivery of Frontline Supervision training courses (or within-course modules) to Port employees at an annual cost not to exceed \$60,000. The Interlocal Agreement includes an initial two-year term with the mutual option of three one-year extensions ending in 2016 for a total cost of \$300,000.

**SYNOPSIS:**

Frontline Supervision is a six day (twelve modules) course that is a requirement for anyone who supervises or manages others. The highly interactive, hands-on course is a mix of theory and practice. It is normally offered annually by HR&D and has between 16-24 participants drawn from across the organization. The course is open to both non-represented and represented (e.g., foremen) employees and can also be offered (on a space available basis) to individuals preparing to supervise others. Green River Community College faculty and Port staff jointly developed the current Frontline Supervision core curriculum content. Human Resources and Development (HR&D) staff periodically update the course content to reflect changing Port policies, priorities, and initiatives. GRCC faculty has delivered an annual course that is offered during the traditional workday. Port staff participates by providing short briefings during the classes. To meet specific workgroup needs, Port staff also wish to make available additional off-shift, customized versions of the course (or within course modules) to benefit more Port employees.

The funding source for this request is addressed in current and future operating budgets in two ways. The annual standard offering of the Frontline Supervision course is in the approved HR&D budget for 2012 and the proposed budget for 2013. Any additional offerings of the course (or within course modules) will be delivered to business units and funded by their approved operating budgets.

GRCC is an excellent partner for the Port and is known for building partnerships with local, regional, national and international communities, businesses, governments and non-profit organizations. As a

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result, the college has developed a world-class curriculum for its students, and built healthy long-lasting relationships with the areas it serves.

### **BACKGROUND:**

Under RCW 39.34.080, a public agency may contract with any one or more other public agencies to perform any governmental service, activity or undertaking if each public agency entering into the contract has legal authority to perform such service, activity or undertaking. The Port derives its legal authority to engage in employee development and training from the implied power granted by its enabling statutes. To the extent that employees are critical to carrying out the functions authorized in Title 53 RCW, the Port's enabling statutes impliedly authorize the development and training of employees. Pursuant to RCW 39.34.080, the Port may contract with GRCC to perform such an undertaking.

GRCC is a community college. Under RCW 28B.50.020, GRCC has legal authority to offer educational, training and service programs, including academic transfer courses, realistic and practical courses in occupational education, community services of an educational, cultural and recreational nature, as well as adult education. GRCC thus has authority to perform the services that the Port needs, including delivery of a 45 hour Frontline Supervision course or within course modules to Port employees.

### **PROJECT JUSTIFICATION:**

The Frontline Supervision six-day course is required for anyone who supervises or manages others at the Port. Indeed, the course is strongly recommended even for more experienced individuals who join the organization mid-career, because it addresses specific expectations for leading and managing within the guidelines of our Port values, policies, and current initiatives.

This course and the modules within it help minimize legal risk to the organization by deepening participant understanding of the rights and responsibilities associated with leading and managing others in ways aligned with core Port values in accomplishing its mission and vision. Moreover, managers frequently ask for additional training follow up or for customized versions of the course modules so they can apply the frameworks and tools in their unique work environments. Without the availability of the course, HR&D or Workplace Integrity staff would need to guide individuals on a one-to-one basis.

### **Frontline Supervision course topics include:**

- Module 1: Setting People up for Success
- Module 2: It's About Respect
- Module 3: Aha! Problem Solving
- Module 4: Employment Laws and Port Policies Part I
- Module 5: Employment Laws and Port Policies Part II
- Module 6: Say What? Building Feedback Skills
- Module 7: Diagnosing the Situation
- Module 8: Leadership and Motivation
- Module 9: Better Together: Building Positive Relationships
- Module 10: High Performance Workplace: Setting Goals and Expectations
- Module 11: All Ready Now: Supervisory Challenges and Opportunities
- Module 12: It's Your Life: Being an Employer and Employee of Choice

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### **FINANCIAL IMPLICATIONS:**

HR&D expenses \$22,470 of the \$60,000 in their annual budget; the remaining \$37,530 is optionally available to meet business unit needs and is funded by their approved operating budgets.

<b>Budget/Authorization Summary:</b>	<b>Total Contract</b>
Original Budget	\$300,000
Previous Authorizations	\$0
Current request for authorization	\$300,000
Total Authorizations, including this request	\$300,000
Remaining budget to be authorized	\$0
Total Estimated Project Cost	\$300,000

### **ALTERNATIVES CONSIDERED AND THEIR IMPLICATIONS:**

**Alternative 1:** Do not provide the training. Significant risks include: ineffective supervision, potential violation of key laws and policies, less engaged employees, and the extensive time that would be required by Human Resources and Development, Health and Safety, Labor Relations, and Workplace Integrity professionals to guide individuals on a one-to-one basis and /or to respond to violations of state statutes or Port policies. This is not the recommended alternative.

**Alternative 2:** Port Human Resources and Development, Health and Safety, Labor Relations, and Workplace Integrity professionals deliver the training. These Port staff members could not then adequately perform their core policy, strategic, and consultation work. They do not have time to routinely customize, prepare for high-quality teaching, deliver instruction, and follow up with participants and so on. This is not the recommended alternative.

**Alternative 3:** Prepare for an RFP process and pursue a private sector firm to update and deliver a comparable course. The private sector choice would be significantly more costly, would add several months delay to implement, and would require orienting new providers. This is not the recommended alternative.

**Alternative 4:** Implement the Interlocal Agreement with Green River Community College. This choice has the following benefits, among others: it is a low cost alternative consistent with the Port's commitment to fiscal stewardship and utilization of regional resources and partnerships. Green River Community College has experienced, diverse instructional faculty deeply committed to team-based, high quality instruction. **This is the recommended alternative.**

### **OTHER DOCUMENTS ASSOCIATED WITH THIS REQUEST:**

- Background Information on Green River Community College
- Interlocal Agreement (ILA) between Port of Seattle and Green River Community College

### **PREVIOUS COMMISSION ACTIONS OR BRIEFINGS:**

- None