

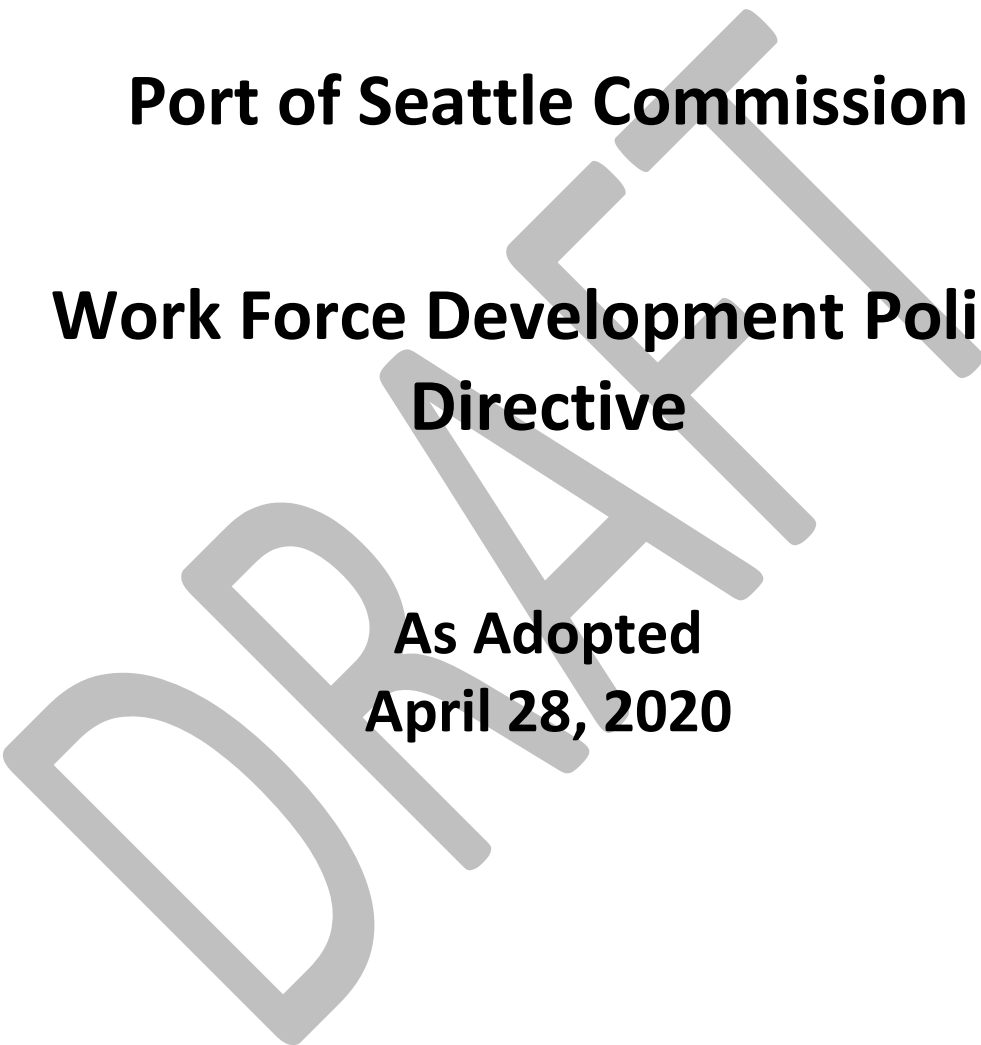


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Port of Seattle Commission

Work Force Development Policy Directive

**As Adopted
April 28, 2020**



12 **SECTION 1. Purpose.**

13

14 Workforce development is critical to achieving the Port’s primary mission to serve as an
15 economic development agency. Workforce development provides a substantial public and Port
16 benefit consistent with the Port’s economic development goals: as an anchor institution the
17 Port will influence and leverage its leadership to promote port-related industries and economic
18 activities career pathways, equity and quality jobs.

19

20 The Port’s workforce development objectives are to increase equitable access for workers in
21 the maritime, aviation, skilled trades, and port-related industries and activities and create the
22 opportunities for workers to acquire the skills and education they need to secure increasingly
23 complex and better compensated jobs.

24

25 The purpose of this Policy Directive is to guide the workforce development efforts of the Port of
26 Seattle and to support targeted efforts for near-port communities, underrepresented
27 communities, and port related industries in King County and in the general area, by supporting
28 programs that benefit the Port, its customers or tenants, or port-related economic activities.

29

30 This policy directive advances the Port of Seattle’s commitment to workforce development
31 programs and is intended to:

32

- 33 1. Increase equitable access to economic prosperity
- 34 2. Leverage Port Impact

35

36 **SECTION 2. Definitions.**

37

38 When used in this policy directive, the following words and phrases shall have the meanings
39 given below unless the context in which they are included clearly indicates otherwise:

40

41 “Apprentice” means an individual participating in a registered program that provides closely
42 supervised on-the-job training which may be supplemented with classroom instruction.
43 Apprentices receive wages when they begin and earn increases as they become proficient in
44 various skills. Once the program is complete, apprentices receive industry certifications and
45 licenses to practice their trade.

46

47 “Career and Technical Education” means the practice of teaching specific career skills to
48 students in middle school, high school, and post-secondary institutions.

49

50 “Career Connected Learning” means a continuum of events and work-related experiences
51 designed to create meaningful linkages between K-12 education and future employment
52 opportunities. They are typically broken down into a series of events classified as, “Awareness”,
53 “Experiential”, “Preparation”, and “Launch.” These events are geared towards creating
54 experiential awareness about career pipelines or pathways for young people from an early age.

55 “Career Pathways” means an integrated collection of programs and services intended to
56 develop community members’ core academic, technical and employability skills; provide them
57 with continuous education, training; and place them in high-demand, high-opportunity jobs and
58 careers.

59

60 “Community Capacity Building” means the process by which community members and
61 community organizations obtain, improve, and retain the skills, knowledge, tools, equipment,
62 and other resources needed to engage effectively in planning and decision-making processes
63 and advocate for self-determination in both policy and project decisions.

64

65 “Equity” means fair treatment, access, opportunity, and advancement for all people while
66 striving to identify and eliminate barriers that have prevented the full participation of some
67 groups. Improving equity involves (1) Ensuring access to opportunities and increasing fairness
68 with the procedures and processes of institutions or systems and (2) a fair, intentional
69 distribution of resources. For example, racial equity considers root causes of inequities and
70 results in the elimination of racism in all policies, practices, attitudes, and cultural messages at
71 the structural, institutional, and individual levels.

72

73 “Equity Driven” means embedding race, gender, and broad social equity approaches
74 throughout projects or programs.

75

76 “Fellowship” refers to programs designed to provide hands-on career experience and
77 mentorship to identify and guide program participants.

78

79 “Port related industries” means the aviation, maritime and construction sectors.

80

81 “Priority Hire Policy” means the Port of Seattle Resolution No. 3736 and amended by Resolution
82 No. 3746 adopted by the Port of Seattle Commission which strives to increase access to jobs for
83 qualified construction workers from economically distressed areas of King County to Port of
84 Seattle projects.

85

86 “Pre-Apprentice” means an individual participating in a registered program that provides the
87 training and skill development needed to meet the qualifications for entry into an
88 apprenticeship. These programs also provide wrap-around support that allows participants to
89 remain in the program.

90

91 “Underrepresented” means those who are furthest from economic opportunity and social
92 justice and where applicable, those individuals will be given preference, where appropriate and
93 legal to do so.

94

95 “Workforce Development” means the composite of strategies and services, including career
96 connected learning, K-12 education, worker and employer training and job matching that help
97 connect and retain regional workers to careers within the Port and port related industries, and

98 that help ensure area businesses have access to the skilled workforce they need to thrive and
99 grow.

100
101 “Workforce Skills” means building lasting skills through on-the-job training, paid
102 apprenticeships, credentialing, and other career-building opportunities.

103
104 “Wrap-Around Services” means those services and support systems including but not limited
105 to, public transportation assistance, clothing, tools, food assistance, child-care and monetary
106 compensation as allowable by law, regulations and funding sources, that promote access and
107 stronger alignment of workforce, education, vocational rehabilitation, and other human
108 services systems.

109
110 **SECTION 3. Scope and Applicability.**

111
112 This policy directive applies to all activities of Port of Seattle employees and related business
113 units that support workforce development efforts. These activities, under the Port’s legal
114 authority include; youth employment and Career Connected Learning, the Port internship and
115 fellowship programs and other programs and contracts to be administered by the Port of
116 Seattle Workforce Development department.

117
118 **SECTION 4. Responsibilities.**

119
120 The Executive Director shall engage in the following activities in pursuit of this policy directive,
121 either directly or by appropriate redelegation of authority:

- 122
- 123 A. Develop and implement workforce development programs consistent with this policy
124 directive.
 - 125
 - 126 B. Incorporate current Port policies when developing and implementing workforce
127 development efforts, including the Port’s Century Agenda, the Diversity in Contracting
128 Policy Directive, the Priority Hire Policy Directive, and other relevant Port policies.
 - 129
 - 130 C. Develop a workforce development strategic plan to implement this policy and guide the
131 Port of Seattle’s engagement in the development of a diverse, equitable and inclusive
132 workforce in King County and the region, that includes the following elements:
133
 - 134 1. An overview of workforce development best practices in port related industries
135 including: education, job placement assistance, training, coaching, navigation
136 assistance, and skills needs of workers to acquire jobs and advance in their careers;
137
 - 138 2. A strategic overview of Port related industries for career connected learning
139 opportunities, gaps and possible areas of focus for the port with an emphasis on
140 equitable impact;
141

- 142 3. Identification of current and future labor and skills needs of the Port and port-
143 related industry employers;
- 144
- 145 4. Identification of gaps in port industry related training and education offerings with
146 recommendations for areas of opportunity;
- 147
- 148 5. Identification of additional funding sources and partnership opportunities to support
149 port related industries;
- 150
- 151 6. Identification of underrepresented communities that should be included in the
152 workforce development strategy;
- 153
- 154 7. Identification of all port resources needed to carry out the strategic plan.
- 155

156 **SECTION 5. Policy.**

157
158 To center diversity, equity and inclusion in its workforce development initiatives and to support
159 sustainable and competitive Port-related industries, the Port shall pursue the following goals:

- 160
- 161 A. Goal 1: Increase Equitable Access. Increase equitable workforce access for the trades in
162 port-related industries, with an emphasis on expanding access to near-port
163 communities which are furthest from economic and social justice. Develop metrics using
164 the following to demonstrate the increase in equitable access:
165
 - 166 1. Focus on workforce training and education on Port and port-related industries
167 where the greatest gaps and disparities in equity and diversity exist and;
 - 168
 - 169 2. Promote access to wrap around services that are necessary to improve the structure
170 and delivery of services to individuals, including adults and youth who face barriers
171 to employment and job retention, where such services are allowed by law.
 - 172
 - 173 3. Career Pathways
 - 174 (i.) Increase equitable access to career pathways in port and port-related
175 industries;
 - 176
 - 177 (ii.) Support the development of career pathways in port related industries, with
178 an emphasis on progressively high demand careers and in careers which the
179 Port of Seattle’s economic vitality is dependent upon, as identified within the
180 workforce development strategic plan.
 - 181
 - 182 4. Career Connected Learning: Adopt Career Connected Learning best practices into
183 Port workforce development and internship programs for all four (4) of the
184 commonly identified phases:
 - 185 (i) Awareness: provides youth an introductory level exposure to industries.

- 186
- 187 (ii) Experiential: provides youth a focused level of direct exposure to industry
- 188 learning.
- 189
- 190 (iii) Preparation: provides youth with supervised, practical application of skills and
- 191 knowledge through extended direct interactions with industry professionals.
- 192
- 193 (iv) Launch: provides workforce-ready youth the preparation needed for
- 194 employment in a specific range of occupations.
- 195
- 196 B. Goal 2: Leverage Port’s Impact. Identify and prioritize opportunities for leadership and
- 197 influence to promote a sector-based approach to workforce development centered on
- 198 equity, diversity and inclusion.
- 199
- 200 1. Make strategic investments in the maritime, aviation and construction sectors
- 201 where the Port is uniquely positioned to leverage the greatest community impact.
- 202 Develop metrics to demonstrate the opportunities for leadership, influence and
- 203 investment:
- 204
- 205 (i) Maritime Sector
- 206 a. Create awareness and access to maritime education and career pathways
- 207 in the maritime industry.
- 208 b. Create targeted emphasis to increase maritime workforce development
- 209 programs in near-port communities.
- 210
- 211 (ii) Aviation Sector
- 212 a. Leverage industry participation to increase recruitment and retention of
- 213 workers in high need careers.
- 214 b. Leverage industry investment in programs that support training for basic
- 215 skills and career advancement.
- 216 c. Invest Port funds in recruitment, retention, and training programs that will
- 217 leverage increased investment in aviation related careers.
- 218
- 219 (iii) Construction Sector
- 220 a. Continue to invest in critical training and outreach programs and leverage
- 221 increased participation from industry partners.
- 222 b. Evaluate Priority Hire apprenticeship goals and placements and create
- 223 stretch goals for apprenticeship placements.
- 224
- 225 2. Foster partnership with community-based organizations, educational institutions,
- 226 and government agencies to maximize the workforce development impact of the
- 227 Port of Seattle:
- 228

- 229 (i) Support Priority Hire implementation and ongoing government to government
230 coordination to improve apprenticeship outcomes for individuals living in
231 economically distressed zip codes, women and people of color.
232
- 233 (ii) Career and Technical Education
234 a. Coordinate with school districts to ensure Port interns are eligible for
235 career and technical academic credit when available.
236 b. Expand opportunities to support port and port related industry
237 apprentice and pre-apprentice programs as identified within the
238 workforce development strategic plan.
239
- 240 (iii) Youth Employment
241 a. Facilitate an increase in internship opportunities for the region’s youth,
242 with a targeted emphasis on students in King County and a goal of
243 increasing opportunities by 500 placed interns a year, from 2021-2026.
244 b. Expand the Port of Seattle Intern Program to increase the number of
245 interns placed in Port of Seattle internships or within port connected
246 internship programs by 10% a year from 2021-2026.
247 c. Compensate interns placed with the Port of Seattle or within port
248 connected intern programs.
249

250 *(Res. NNNN, §N, YYYY)*
251

252 **SECTION 6. Program Evaluation.**
253

254 The Executive Director, or a delegate, shall establish benchmarks and metrics to include, but
255 not be limited to the following:
256

- 257 A. Provide an annual report to the Commission no later than April 30th that will include:
258
- 259 1. The application of Career Connected Learning best practices that include leadership
260 and participation in Awareness, Experiential, Preparation, and Launch.
261
 - 262 2. Evaluate the Port’s workforce investments on an annual basis to show how the
263 Port’s workforce development resources are utilized to leverage industry
264 involvement and to address evolving workforce training, education and retention
265 demand projections as necessary.
266
 - 267 3. Identify investments, outcomes and progress of the Port’s workforce development
268 efforts including, but not limited to:
269
- 270 (i) the number students placed in internships;
 - 271 (ii) the number of persons trained, recruited, placed in jobs, and retained;
 - 272 (iii) the types of jobs and range of compensation;

- 273 (iv) the number and types of businesses that are served;
- 274 (v) any other tangible benefits realized by the port, the workers, businesses,
- 275 and the public.

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Revision History

Month D, YYYY

Resolution NNNN, doing thus-and-such ... , was adopted.