

DRAFT – PDX Workplace Initiative

January 2015

At the Port of Portland we believe that people are our greatest asset. Nowhere is this more evident than at Portland International Airport (PDX) which is consistently rated as one of America’s best airports. Whether an employee works for the Port of Portland or one of the many contractors and concessionaires, everyone who works at the airport—from roadway to runway—“owns” the customer experience and works hard every day to create a comfortable, efficient and convenient environment for our visitors.

With this effort we hope to enhance the worker experience at PDX. Our goal is to remain a highly desirable workplace and our objective is to continue to provide an excellent working environment in terms of safety, security and opportunities for advancement and mutual success.

Through collaboration with all of our stakeholders we will seek to generate and make investments in innovative new approaches to attract and retain the very best airport workers. We will continue to provide a work environment that offers a high level of satisfaction and enhances overall quality of life.

Worker Benefits

Integral to ensuring that airport workers, whether employees of the Port of Portland or the many contractors and concessionaire workers at PDX, are safe, healthy and able to sustain high quality work is the vigilant attention to rights and benefits afforded them. To this end the Port will monitor and enhance existing programs as well as chart paths to new benefits not currently in place. These will include transportation, information and training, access to healthcare and best practice requirements for third party contractors and service providers. Therefore, the Port of Portland will:

1. Create an employer consortium for eligible PDX employees to extend the Tri-Met annual pass benefit. This action would create a significant benefit, which could be offered to employers to distribute annually as desired to eligible airport workers. This would include the added value of reducing the PDX carbon footprint.
 - Implementation timeline: Estimated 6-12 months
2. Partner with state agencies to offer an Oregon and Washington Health Insurance Exchange informational session for eligible PDX employees during the open enrollment period.
 - Implementation timeline: January 30, 2015
3. Join with the City of Portland and Oregon Bureau of Labor and Industry to facilitate employer workshops regarding the mandatory sick-leave law. While providing information to employers, the workshop will provide employees with information regarding sick leave benefits.
 - Implementation timeline: Spring of 2015

4. Complete a market analysis for benchmarking PDX positions and determine the market norm for benefits (vacation, sick, healthcare, and wages). Benchmark data would be provided to current and prospective contractors and be used as a reference point to inform Port contracting decisions.
 - Implementation timeline: Study could commence as early as Summer of 2015

Job Pathways

To fully achieve the goal of PDX being a workplace of choice, airport workers need opportunities for career development. Information resources, events and apprentice programs will help PDX current and future employees learn, grow, succeed and pursue positions that expand their career prospects. In addition, the airport's workforce and business outreach must extend equal opportunity to all individuals. Small businesses and those owned by minorities and women should see PDX as an opportunity-rich environment to compete for goods and/or services contracts. The Port's robust minority contracting programs will be enhanced and the Port's larger business partners will be encouraged to meet greater levels of minority participation in sub-contracted work.

The ongoing pursuit of advancing workers through any number of job pathways at the airport and diversifying the business owners therein will greatly benefit airport customers and the community. Therefore, the Port of Portland will:

1. Serve as a resource for information about job opportunities within PDX and related fields. Jobs posted could include postings from the concessionaires, airline service providers, and other appropriate listings. This could include an online presence and a physical presence in the PDX Conference Center, with a computer and other printed materials available to all employees.
 - Implementation timeline: end of March 2015
2. Continue the Port's Mentor/Protégé Program to build working relationships between leaders of mature, established companies and targeted emerging minority-owned and women-owned companies.
 - Implementation timeline: In place
3. Continue to promote and seek to increase opportunities for minority-owned and women-owned small business to serve as contractors at PDX, operate as concessionaires in PDX or provide goods and/or services related to the airport concession program through the Disadvantaged Business Enterprise (DBE) Program and the Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program.
 - Implementation timeline: In place
4. Require that all Port contracts, concessions and procurement opportunities that are processed through the Port procurement process make good faith efforts to include Disadvantaged, Minority, Women and Emerging Small Businesses in Port related business opportunities. Our FY 2014-15 overall goal for small business participation is 10% of contract dollars awarded directly and as subcontracts.

- Implementation timeline: In place
- 5. Facilitate employment connections by hosting job fairs connecting PDX employers to individuals seeking employment at PDX any time significant numbers of employees lose employment due to Port action.
 - Implementation timeline: November 2014
- 6. Require all contractors provide on-the-job training opportunities for approved and registered apprentices on construction projects over \$500,000 with an overall target for registered apprentice participation at 15% of total labor hours.
 - Implementation timeline: In place

Labor Harmony

The Port of Portland believes that decisions regarding labor organizing remain with the employee and employer. However, the unique nature of the work at PDX necessitates an ongoing, disruption-free environment to serve airport customers. The Port will remain neutral regarding union organizing but we believe early communication and planning between the employer and employee is key to the success of all parties. Therefore, the Port of Portland will:

1. Require contractors and lessees at PDX to submit a specific written plan to the Port on how it will avoid disruptive labor strife. The plan will be made publically available.
 - Implementation timeline: TBD
2. Consistent with the PDX Permit process applicable to all free speech activity, continue to allow activities related to union organizing once a permit has been obtained. There is no charge for Free Speech Permits, including those issued to labor unions in conjunction with labor protests, strikes, etc.
 - Implementation timeline: In place
3. Continue to require project-specific evaluations of whether a Project Labor Agreement (PLA) would be beneficial for construction contracts over \$25,000,000, requiring Port management to analyze each evaluation and make a determination on the merits.
 - Implementation timeline: In place
4. Remain neutral regarding union organizing, respecting the employee and employers' rights.
 - Implementation timeline: In place

Safety, Training and Equipment Standards

The Port of Portland prioritizes the safety of airport workers and customers above all other goals. While many workers are not employees of the Port, this safety-focused culture must extend to all employers operating at PDX. Our focus in this initiative is to promote a genuine and lasting interest in safety and health among employers with actionable requirements and training opportunities. Therefore, the Port of Portland will:

1. Revise future Port operating agreements with airline service providers (ASP) and concession leases to allow the Port, in its reasonable discretion, to terminate the contract in cases of

serious and continuing violations of applicable laws and regulations, after thirty (30) days written notice.

- Implementation timeline: TBD
2. Support public health authorities in providing training to avoid potential PDX employee exposure to hazardous or toxic substances or diseases.
 - Implementation timeline: November 2014
 3. Ensure Port contracts contain language requiring contractors to abide by all applicable local, state and federal laws and regulations in operating at PDX.
 - Implementation timeline: In place

Standardized Permitting/Contracting

Attracting and retaining the very best employees at PDX requires all parties to work closely with clarity of vision and intent. The Port of Portland seeks to work with current and prospective airport employers to be innovative. Through new operating contracts and selection criteria the Port will work to ensure its PDX operators provide the best possible working conditions where employees can thrive and succeed. Therefore, the Port of Portland will:

1. Revise future Port operating agreements with Airline Service Providers (ASP) and concession leases to require the provider or concessionaire to submit for the Port's review a written plan detailing the minimum level of working conditions the ASP or concessionaire will maintain for its workers at PDX. Include termination provisions for failure to comply with the plan. Make the plan publicly available.
 - Implementation timeline: TBD
2. Enhance RFP criteria for evaluating/scoring concessions proposals to include items such as wages and benefits, quality of safety training, and career development programs.
 - Implementation timeline: 2016, for next PDX Concession RFP

Whistleblower Protections

The Port of Portland's goal to remain a workplace of choice for all employees at PDX can only be achieved in an environment where employees feel safe to voice their concerns about potential violations without fear of retaliation. The Port will work to ensure that every employee fully understands his or her rights and has a way to safely and confidentially communicate concerns. In addition, the Port will work with employers to help ensure compliance. Therefore, the Port of Portland will:

1. Provide information to PDX employees on whistleblower protection laws. Publish and distribute whistleblower contact numbers for various agencies. Require contractors to submit annual reports on violations of applicable laws.
 - Implementation timeline: TBD

2. Revise future Port operating agreements with ASPs and concession leases to require the ASP or concessionaire to comply with (among other applicable laws and regulations) all laws, regulations and policies concerning employer retaliation against individuals who engage in legally-protected reporting conduct. Strengthen the Port's contractual termination rights for failure to comply.
 - Implementation timeline: TBD