## An Independent Review of the Port of Seattle Ethics Policies



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#### Recommendations in Brief

Clarify set of ethics policies

Recs. I.A, I.B and I.C

Strengthen processes to support ethics policies in practice

Recs. II.A, II.B and II.C

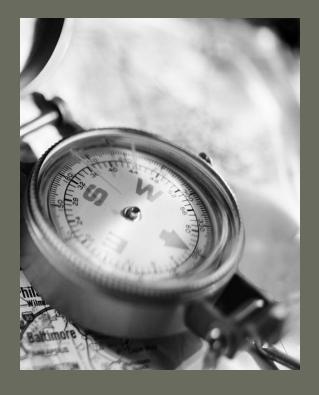
Reinforce organizational structure to institutionalize Port-wide ethics perspective

Recs. III.A, III.B and III.C

#### Policy Recommendation I.A



# Avoiding Apparent Conflicts of Interests



Policy Recommendation I.B

Travel Payments

#### Policy Recommendation I.C







## Negotiating Future Employment

#### Process Recommendations II.A and II.B



Disclosure



Process Recommendation II.C

## Orientation for New Port Commissioners

#### Structure Recommendation III.A

# A re-constituted, semi-independent Port Ethics Panel



#### Structure Recommendations III.B and III.C



- Ethics & Governance Committee
- WRO Reporting Authority

"...inside every solution are the seeds of new problems....

No leader enjoys that reality, but every leader knows it."



John W. Gardner, Living, Leading and the American Dream

(San Francisco: Jossey-Bass, 2003), p 141