

An Independent Review of the Port of Seattle Ethics Policies



Presented to the Port Commission of the Port of Seattle
October 23, 2012

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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