AGENDA

PRESENTATIONS

Fire Department Uniforms
Chief Steve Breitfelder, CFD
Chief Anson Turley, CFD
Chief Roy Winston, CFD

BLINK Public Safety Appreciation
Patrick Duhaney, City Manager

Andy’s Café Update
David Laing, Law Department
Mark Manning, Law Department

Advertising at Outdoor Events
Peter Stackpole, Law Department

DOTE Climate Assessment
Doris Adotey, Human Resources
John Brazina, Dept. of Transportation Engineering

1-201901588 PRESENTATION, dated 10/28/2019, submitted by Patrick A. Duhaney, City Manager, regarding DOTE Climate Assessment Update.
To: Law and Public Safety Committee

From: Patrick A. Duhaney, City Manager

Subject: DOTE Climate Assessment Update

Attached is a presentation on the Department of Transportation and Engineering Climate Assessment.

cc: John S. Brazina, Director, Transportation and Engineering
DOTE Climate Assessment Update

Law and Public Safety Committee
October 28, 2019
AGENDA

- Key Findings
- DOTE Progress on Recommendations
- Questions

Purpose - The purpose of the presentation is to update committee members on DOTE’s progress on the climate assessment recommendations. These are new solutions and need time to be measured. I am willing to come back to discuss outcomes.
Theme 1: Training - Staff cited that there is a need for technical and interpersonal skills training.

❖ Job-Specific Training
  ❖ AutoCAD training to keep up with updates
  ❖ Technology training, including CHRIS
  ❖ Cross-Training

❖ Soft Skills Training
  ❖ Communication training
  ❖ Implicit Bias training
  ❖ Customer Service training
  ❖ Managerial training
Theme 2: Communication - Staff cited challenges with lack of communication between divisions and cited the need for training.

- **Interdivisional Communication**
  - Reduce siloed operational processes
  - Need for cross-functional education and information sharing
  - Defining chain of command for issues and concerns

- **Interpersonal Communication**
  - Personality and Conflict Training
  - Diversity training
  - Respectful communication
KEY FINDINGS

Theme 3: Favoritism - Staff cited a challenge with favoritism within the department. Specifically, unfairness in the promotional process, standard operating procedures, and discipline.

- Promotional Process
  - People should not be promoted based upon longevity with the City
  - Diversity in hiring
  - No open to the public tests

- Unfairness
  - Department rules not applied evenly; Standardize SOP
  - Management needs to address issues as they arise
DOTE Progress on Recommendations

People:

- Provide soft skills training for staff such as Implicit Bias, Effective Communication, Conflict Resolution, Emotional Intelligence and Diversity, among others.
  - Implicit Bias training completed January 2019
  - Women helping Women completed in May 2019
  - Emotional Intelligence and Diversity training completed July 2019
  - Leadership training scheduled for January 2020
DOTE Progress on Recommendations

People:

- Conduct technical/job-specific training such as AutoCAD, PermitsPlus, Civil 3D, and ERSI.
  - As needed

- Regular performance reviews for staff
  - The revised management review process holds management accountable for on time evaluations.
DOTE PROGRESS ON RECOMMENDATIONS

PEOPLE:

- Technological advancements such as updated databases, updated software, electronic filing software, and tablets/laptops for field staff and trucks for those in the field.

- Right of Way Permit Inspectors – laptop/tablet pilot program for inspectors to improve efficiency. 2 users are testing the new system.
DOTE PROGRESS ON RECOMMENDATIONS

PROCESS:

- Establish clear job roles and responsibilities

  New DOTE structure as of July 1, 2019. With this new structure, leadership, managers and staff met to discuss/review current and new roles and responsibilities.
DOTE PROGRESS ON RECOMMENDATIONS

PROCESS:

- Review and update promotion and appraisal process

- DOTE uses a diverse interview team of 3 people when considering candidates for promotional opportunities. The team makes a recommendation to the direct supervisor, who consults with the Director before a final decision is made.

- We are revising some **supervisory/mid-management** job specifications. This creates a path to improve upward movement for some positions and increase diversity. We have very talented people in DOTE and we want to keep those talents here.
DOE Progress on Recommendations

Process:

- Provide cross-training opportunities within each division in order to prepare for succession.
  - Opportunities are given across the department for cross training, for volunteers to try new things, and work on different types of projects.
- Communicate SOPs
  - The department is reviewing and updating our SOPs. Training will be scheduled with supervisors and staff to review the revisions.
DOTE Progress on Recommendations

Process:

- Communicate complaint and grievance process
- DOTE follows all union contracts for all grievances.

DEPARTMENT OF HUMAN RESOURCES
CULTURE:

- Communicate both business and employee essential information through a consistent medium such as employee newsletter, State of the Department address, or emails.

- Since starting as interim director at the end of June, emails have been the best medium to inform staff about DOTE changes, promotions, expectations, and opportunities for cross training.

- DOTE Bright Ideas was implemented as a way to engage employees and encourage them to be more involved in improving the culture within the department.
DOTE Progress on Recommendations

Culture:

- Conduct interdivisional project communication meetings to ensure that all divisions are aware of upcoming projects.

- DOTE leaders meet weekly to discuss projects and issues.

- Each division and work group has regular meetings to discuss projects and review the DOTE leaders’ weekly meeting issues.
CULTURE:

- Communicate divisional and departmental successes to build trust and morale.
- This information is part of the emails sent by the director.
- Hold team building activities to increase moral
Questions?