T2 PROFESSIONAL CONSULTING

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The right place in Texas™

Odessa

Initial Findings & SWOT Analysis: Pathway for Positive Change

Agenda

- Brief overview of process
- Research methods
- Initial findings & SWOT analysis
- Work Completed & Next Steps
- Benchmark & TriMetrix Assessment – Driving for Fit
- Project Personnel Update
- Q&A

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PROCESS TO DATE & RESEARCH METHODS

Introduction

Phase I — Comprehensive Evaluation & Assessment of Organization

Phase II — Diagnostic Meetings with Internal/External Stakeholders

Phase III
- SWOT Analysis
- Recruit & Select CM
- Training
- System/Process Improvements

Odessa Evaluation & Assessment Methodology

- Analysis of raw Human Resources data & Policies & Procedure Manual

- Quantitative and Qualitative Survey Issued to all Employees

- Interviews with individual internal and external stakeholders

- Focus groups with internal and external stakeholders

- Trend & SWOT Analysis

- Combining qualitative and quantitative research methods and using a variety of means to collect data (e.g. surveys, interviews, focus groups, etc.) help researchers more comprehensively understand social science phenomena and evaluate the validity and similarity of data across methods (Busetto, Wick, & Gumbinger, 2020).

Employee Separation, Turnover, & Hiring

Initial Findings

Methods of Analysis

Raw Data

Available data show a total of 490 employees who have separated from the City of Odessa.

- 159 have no separation date electronically recorded. The last employee hired without a recorded separation date was hired on March 14, 2019. HRIS changed sometime in 2019.
- 331 had a recorded separation date since October 12, 2018. Meaning that at least 331 employees have separated from the City of Odessa since that date.

Hire dates were available for all current employees and all separated employees in the system.

Separations by Year by Reason & Turnover

Type	2018	2019	2020	2021	2022	2023
Voluntary	0	75	94	28	37	3
Retired	0	15	14	7	4	4
Job Abandonment	0	6	10	1	2	0
Dismissed	0	3	8	4	3	1
End of Assignment	0	2	1	0	0	0
Deceased	0	0	2	1	2	0
PT to FT	0	0	0	0	1	0
FT to PT	0	0	0	0	0	0
Terminated, not characterized	0	2	0	0	0	0
No characterization	1	0	0	0	0	0
Total	**1**	**103**	**129**	**41**	**49**	**8**
New Hires	?	?	116	112	154	22
Net Turnover	**?**	**?**	**-13**	**+71**	**+105**	**+14**

Time Period Comparisons
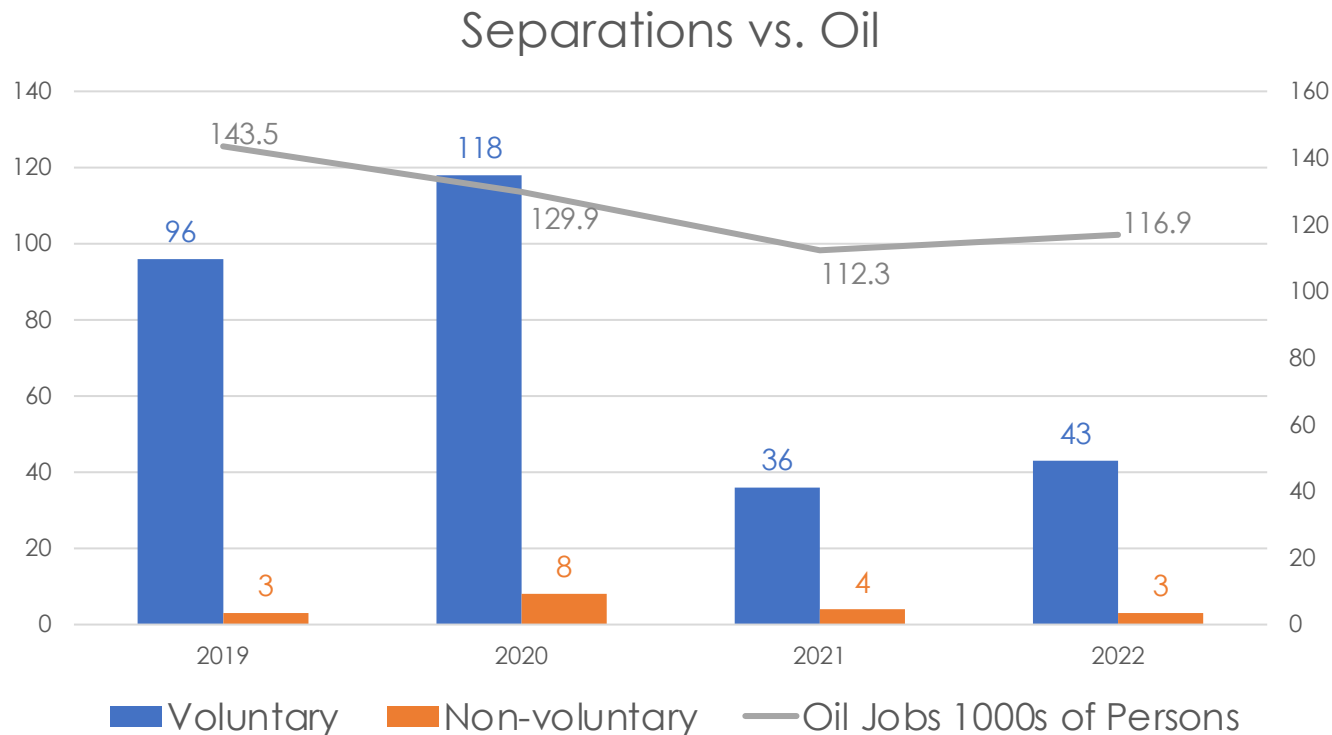
Separations vs. Oil

Month of <u>January</u> Separations 2019-2023					
Type	**2019**	**2020**	**2021**	**2022**	**2023**
Voluntary	0	6	1	2	2
Retired	0	1	0	1	4
Job Abandonment	0	3	0	0	0
Dismissed	0	0	1	0	0
Deceased	0	0	1	0	0
Total	**0**	**10**	**3**	**3**	**6**

Note: Labor data from the US Bureau of Labor Statistics, Federal Reserve Bank of St. Louis. Retrieved from
https://fred.stlouisfed.org/series/CES1021100001# on 2/27/2023.

90-Day Turnover

- Since November 7, 2022
- 90-Day Turnover is **LOW**
  - No mass exit
  - Rate of hiring is **HIGH**

Employees Hired, 51

Employees Separated, 16
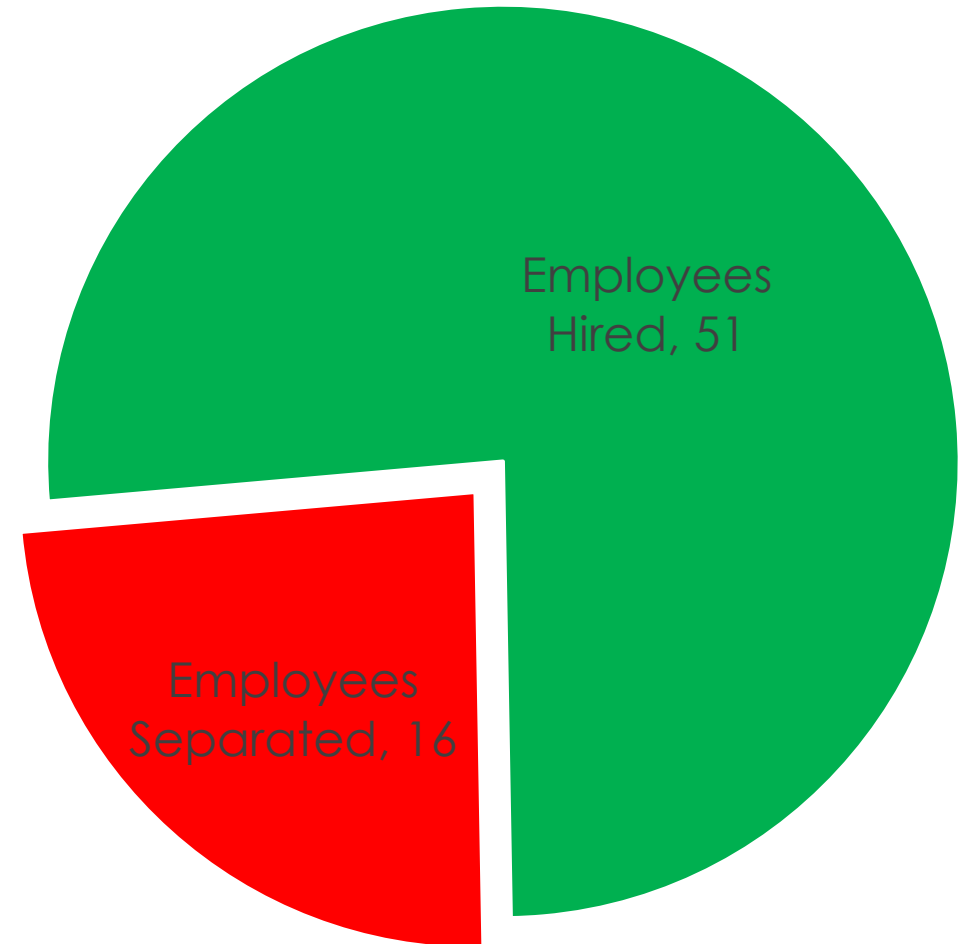
Tenure in Years of Current Employees
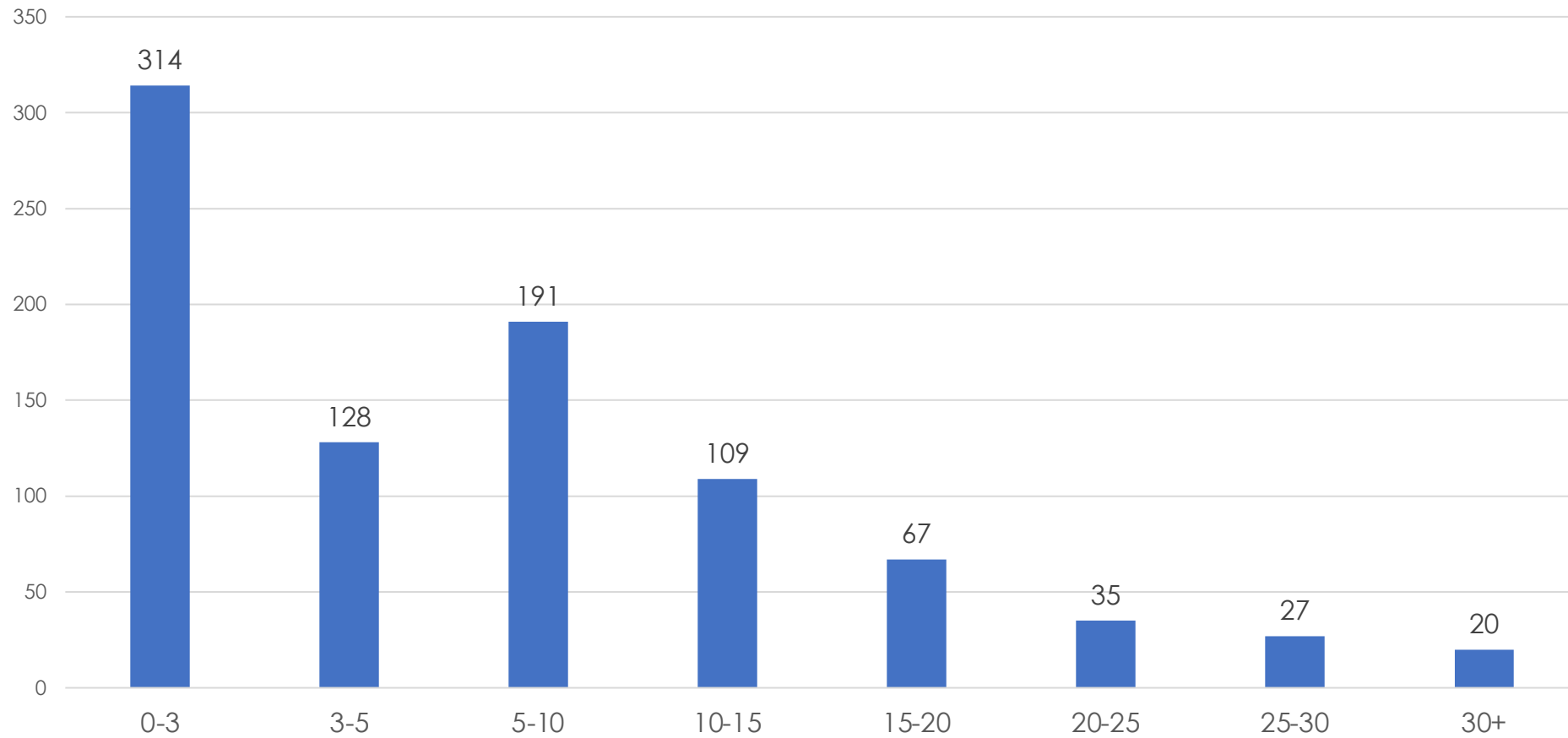
Quantitative Survey Findings

Initial Findings

Quantitative Survey Overall Statistics

- 482 total responses of 891 current employees
- 54% overall response rate
  - In a literature review of survey research, Nayak & K A (2019) found the average response rate for email solicited and online surveys to be 30%.
  - In a study of over 12,000 subjects and analyzing responses to 16 identical surveys regarding employee retention, Hendra and Hill (2019) found little to no reduction of nonresponse bias with higher response rates. Furthermore, they noted that extended research to gain high response rates can produce other problems.
- We can be confident in the data we have collected as representative of the entire City of Odessa workforce.
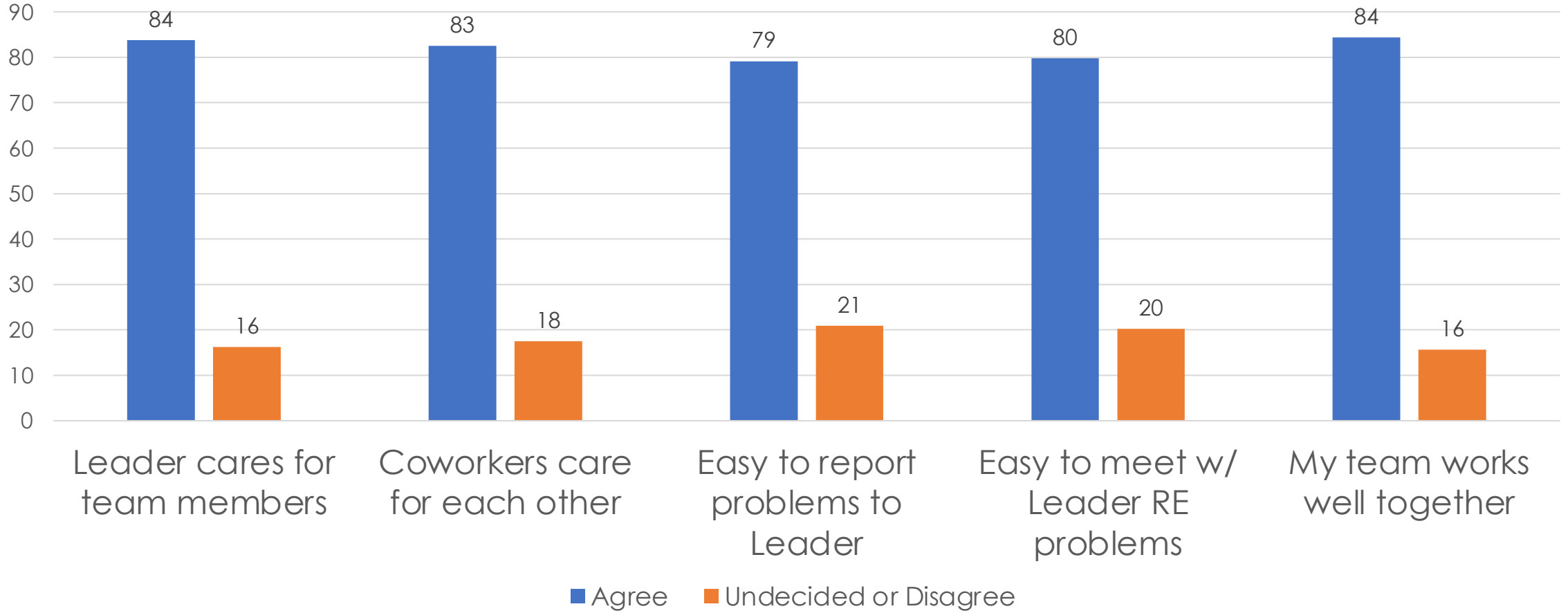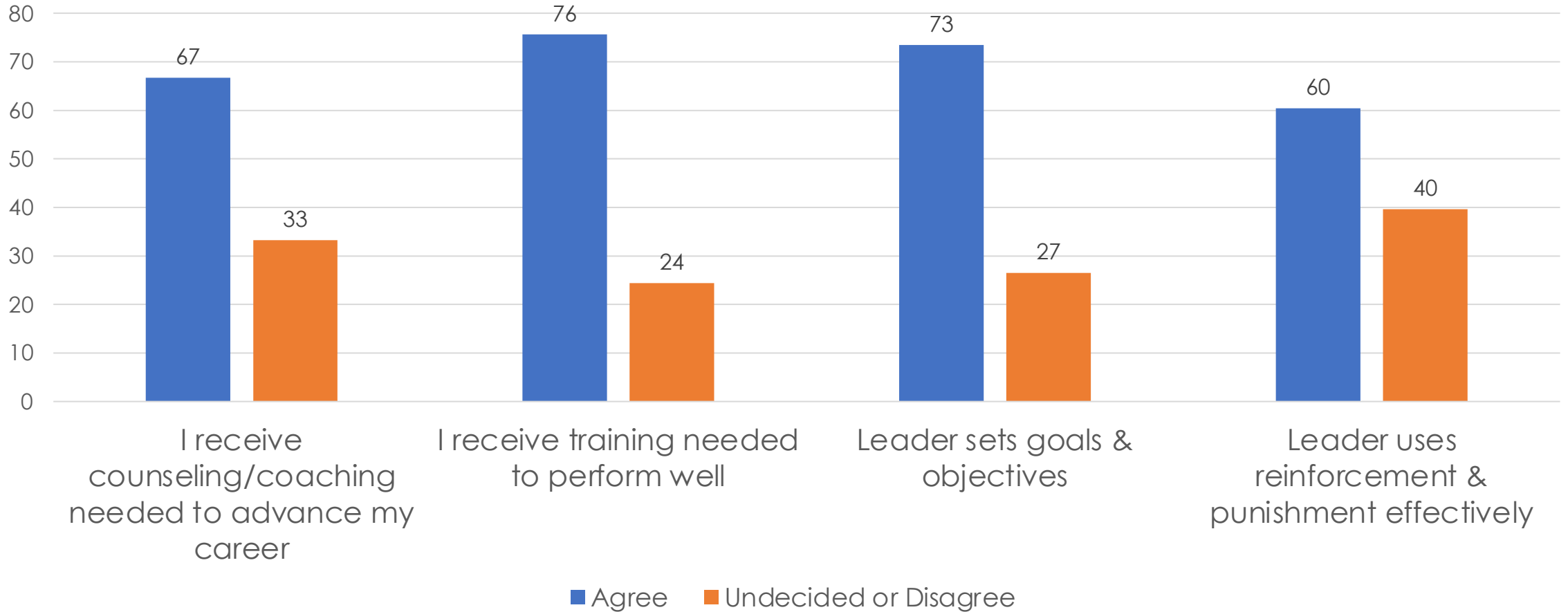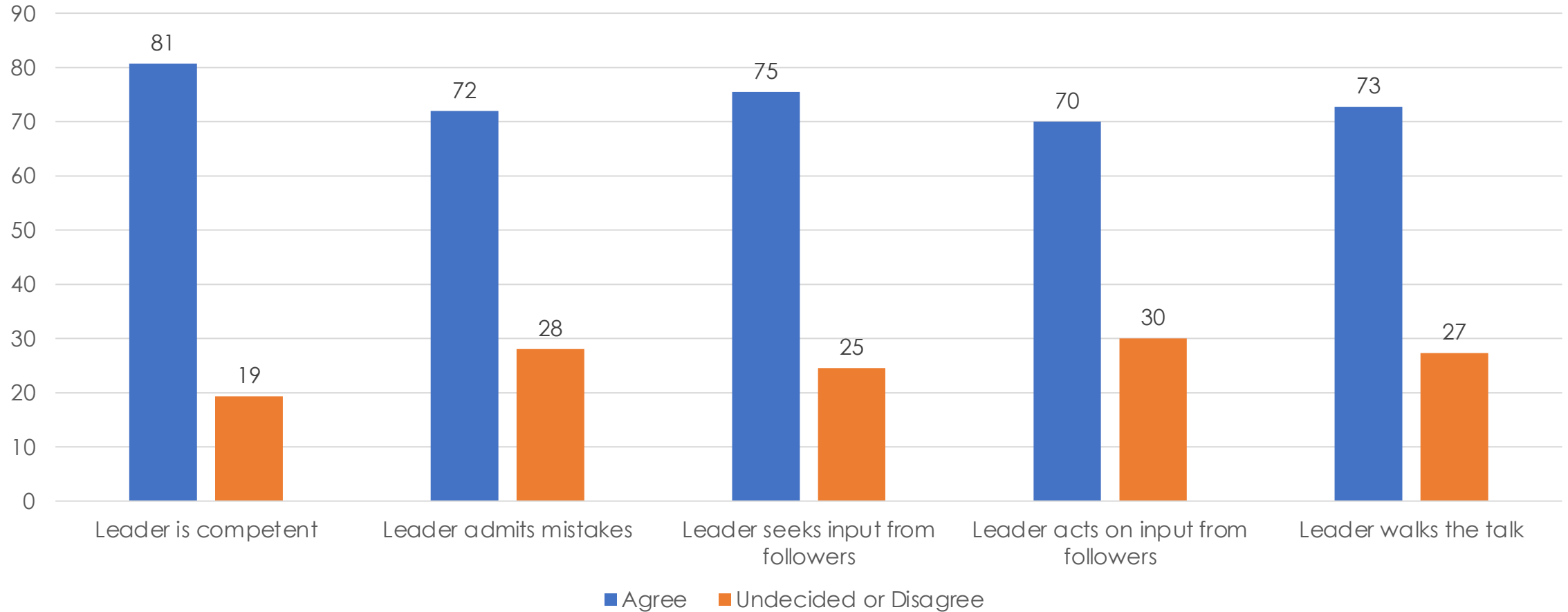
Working Unit Dynamics (%)

Leadership, Management, Supervision & Training Dynamics (%)

Chart data:

Category	Agree	Undecided or Disagree
I receive counseling/coaching needed to advance my career	67	33
I receive training needed to perform well	76	24
Leader sets goals & objectives	73	27
Leader uses reinforcement & punishment effectively	60	40

Focal Leader Behaviors (%)

Team Atmosphere & Communication (%)
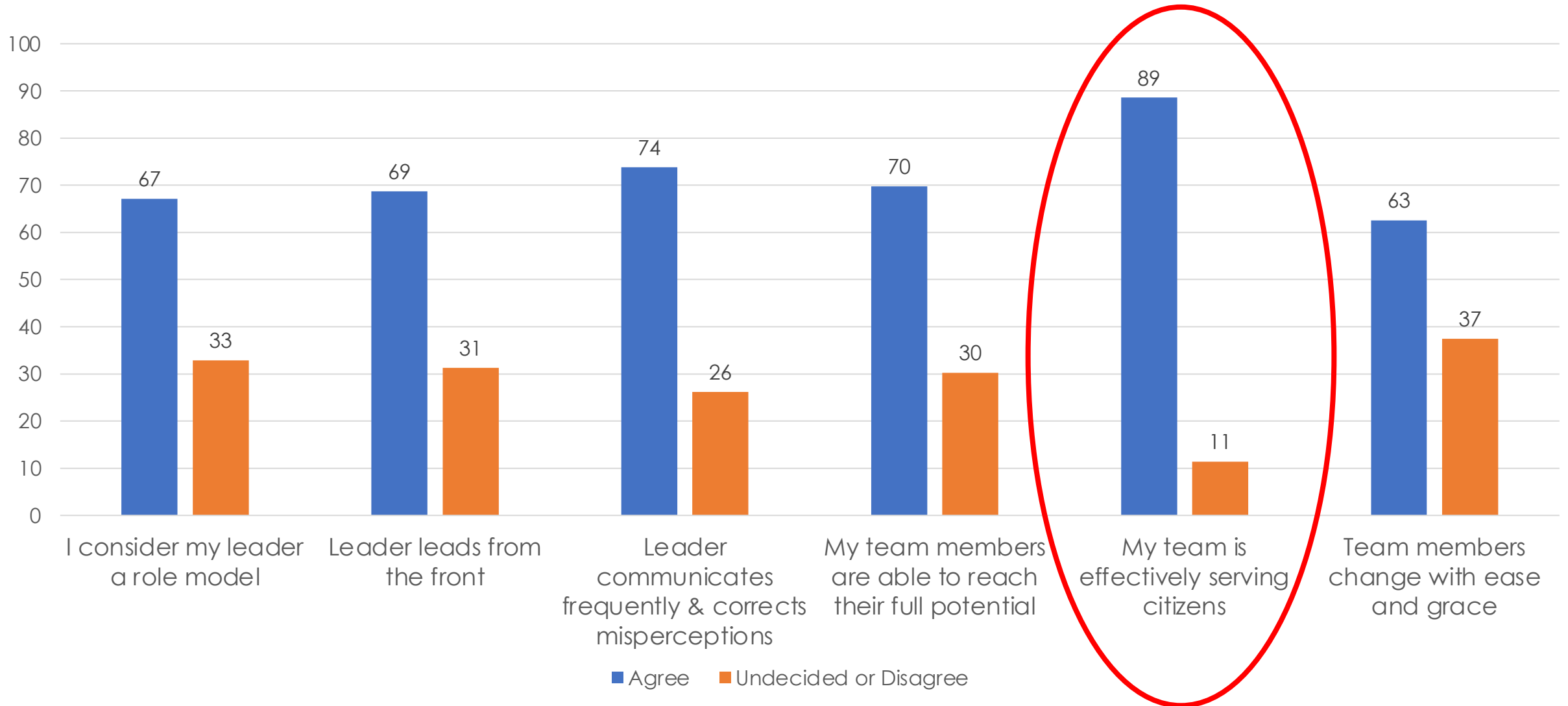
Morale Level Ratings

Moderate 29%

Low 11%

Very Low 5%

High 28%

Very High 27%
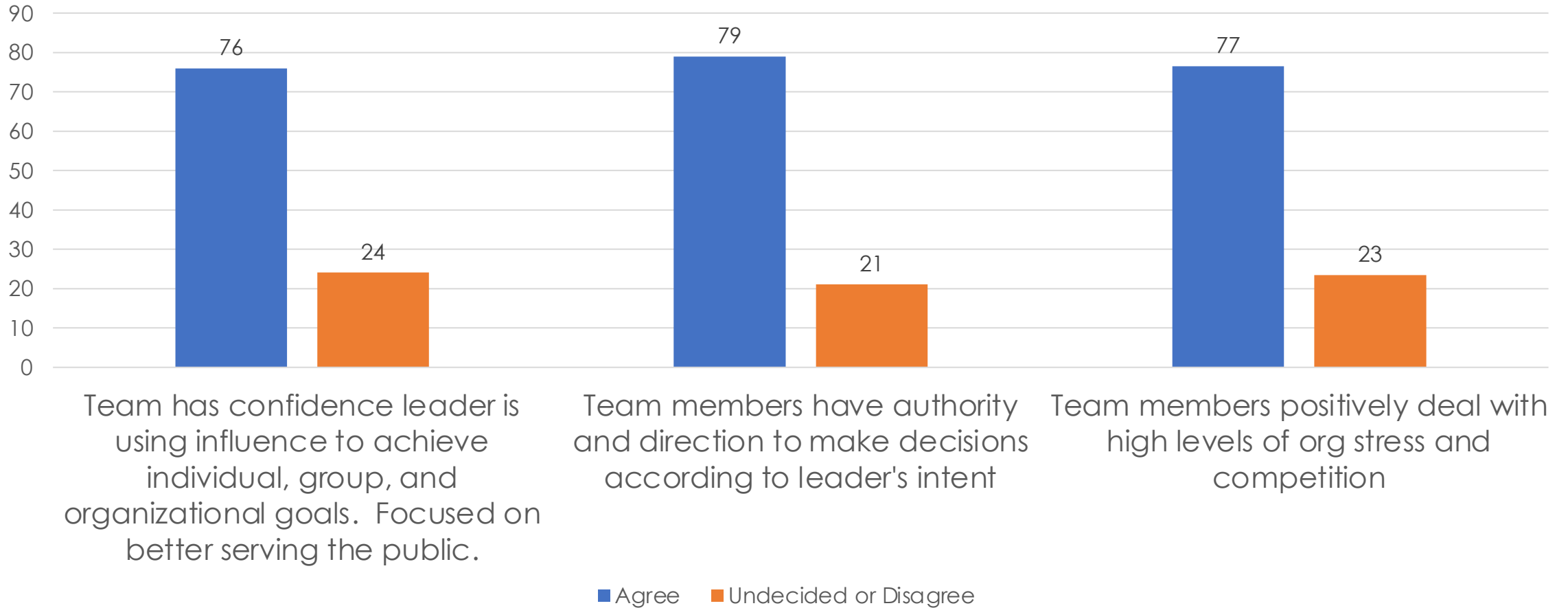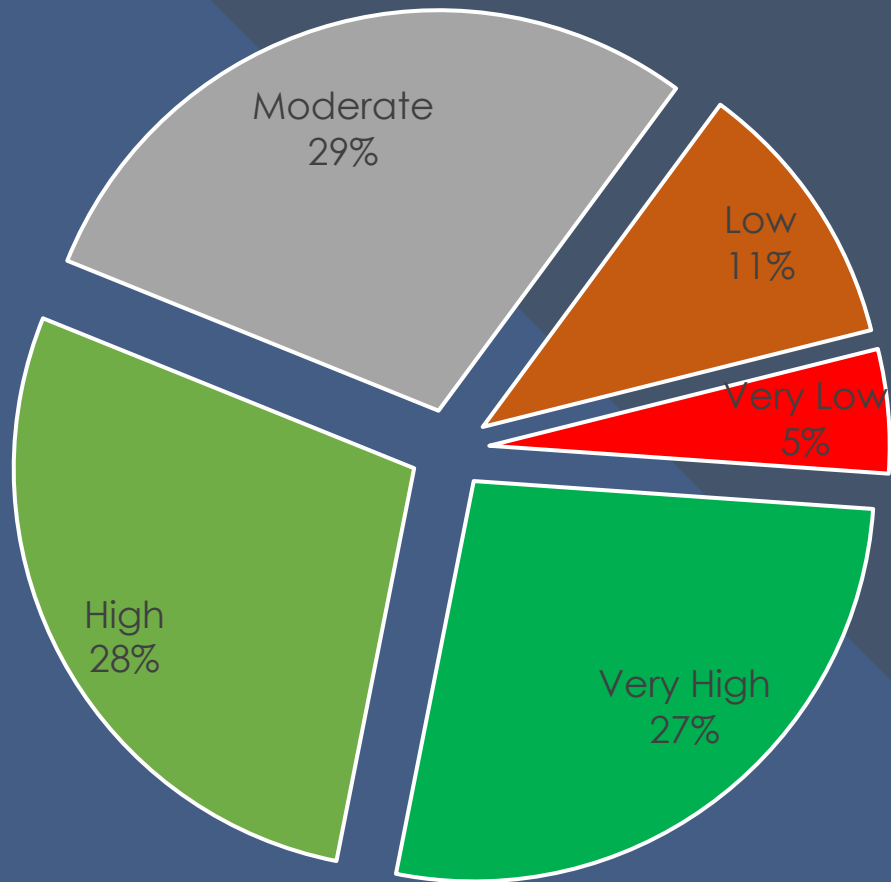
Your TRUST account is a lot more important than your bank account.

–Billy Cox

EmilysQuotes.Com

Cost of Turnover & Attrition

$30K annual worker costs at least $10K to replace

First responder employees cost about $120K to replace

$630 BILLION
Overall cost of employee turnover in the U.S.

33% of an employee's annual salary
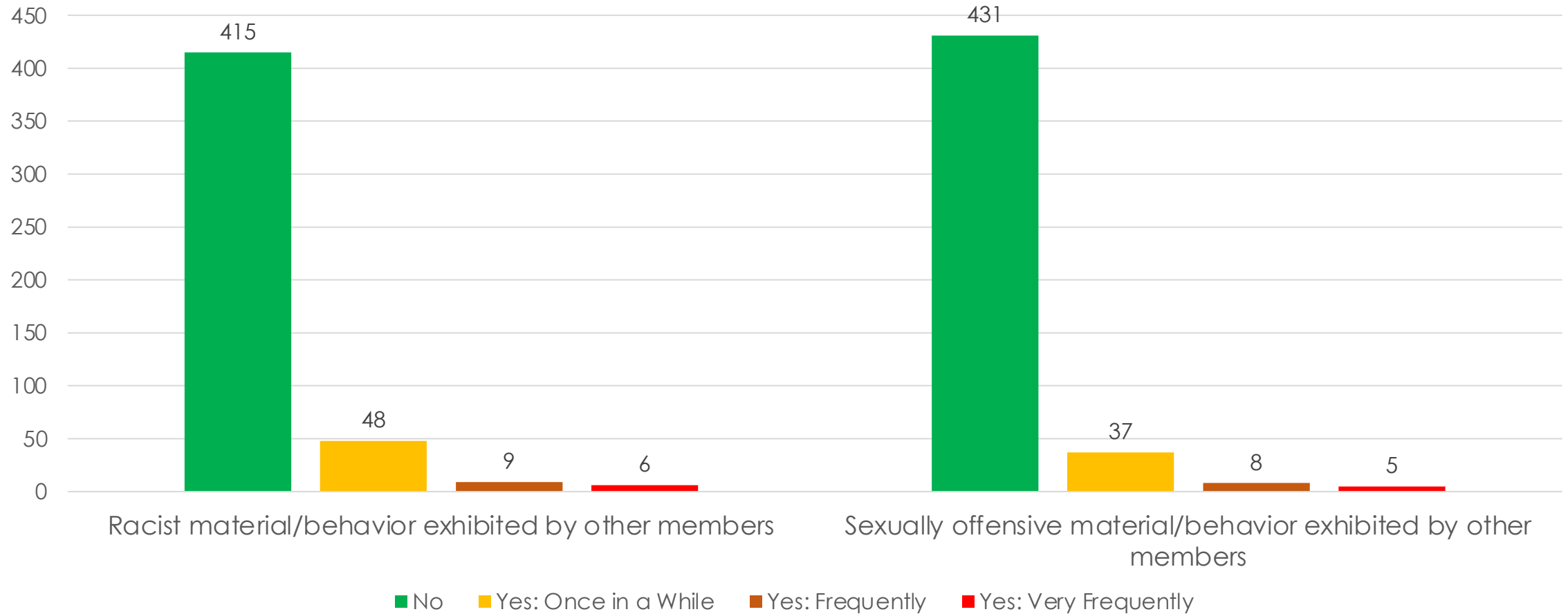The cost of replacing an employee who resigned

Source: Work Institute, 2020; Emplify, 2020

FinancesOnline
REVIEWS FOR BUSINESS

Toxicity in the Environment Discrimination & Harassment

Initial Findings

Experienced Discrimination & Harassment In Last 12 Months

Discrimination

- No: 459
- Yes, Racial: 13
- Yes, Religious: 6
- Yes, Gender (Sex): 4
- Yes, National Origin: 8

Sexual Harassment

- No: 467
- Yes, but really didn't bother/affect me: 10
- Yes, and it affected/bothered me: 4

Comfortable Reporting

- No, 45, 9%
- Yes, 433, 91%
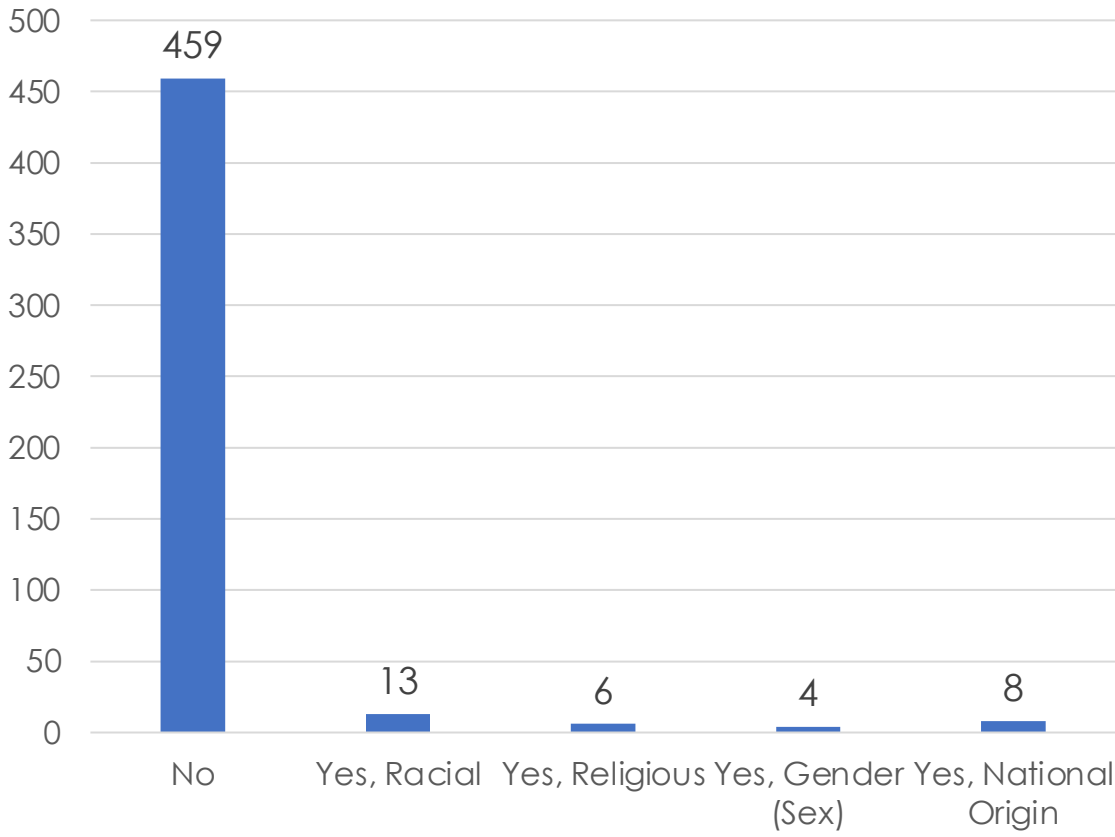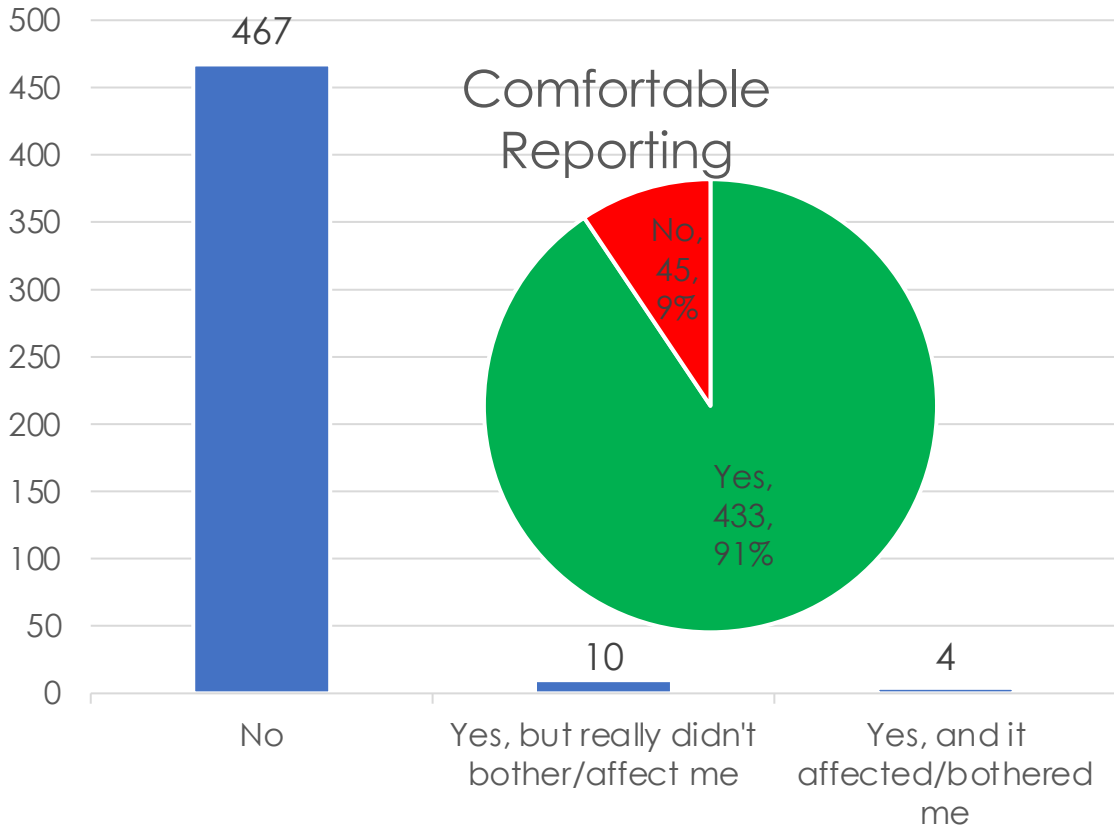
Problems Lying in Wait

- Inaccurate protected classes in P&P Manual

- Manual never mentions sexual orientation, gender, or gender identity.

- No formal training on sexual harassment and diversity since pre-Covid

- Recommendation solution being implemented
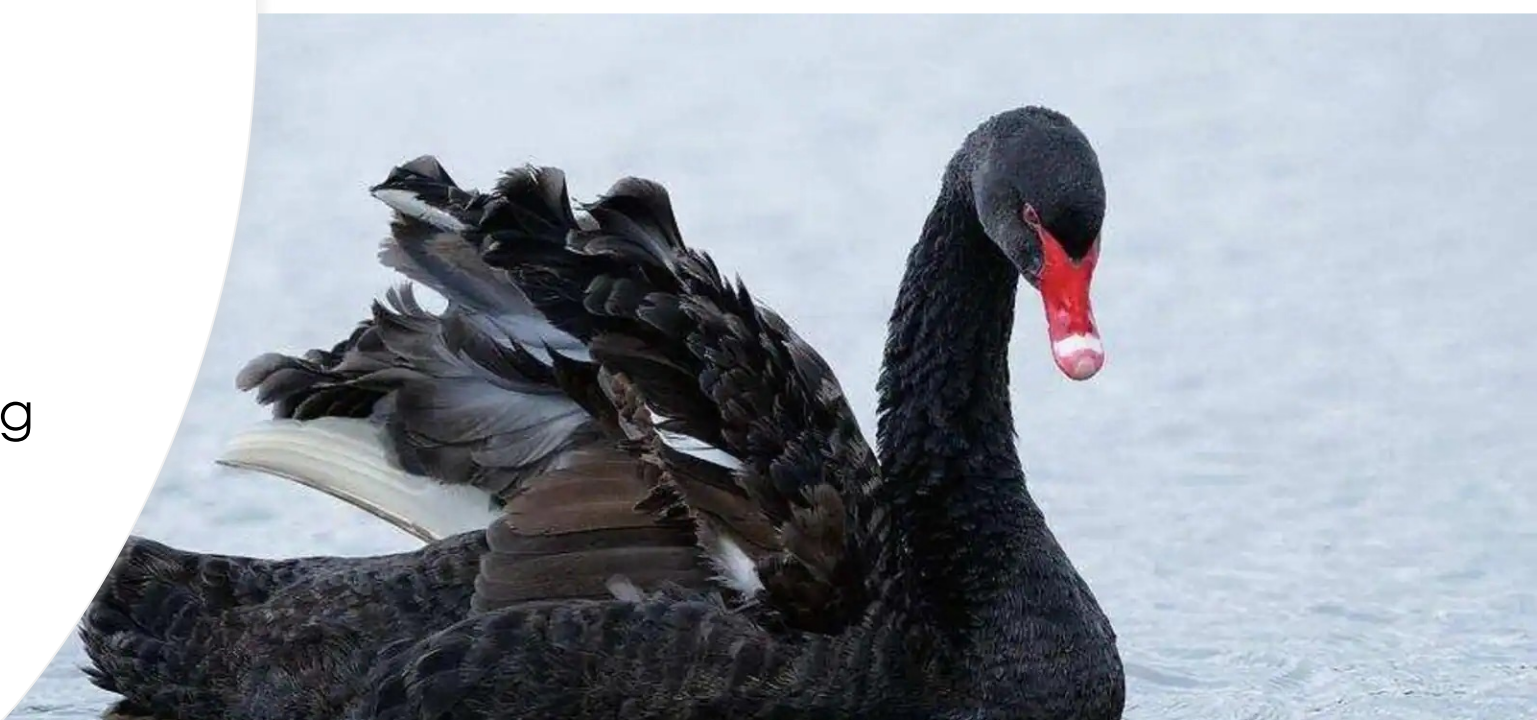
Costs of Poor Work Environments & Defending EEOC Claims

Experiencing incivility costs $14,000/employee/year (Schilpzand, De Pater, & Erez, 2014)

⬇

Average EEOC claim costs: $125,000 to defend (Simpson, 2015)

⬇

Human Resources can:

Prevent lawsuits and claims

Facilitate positive, psychologically safe, productive work environments

Qualitative Survey Results

Initial Findings

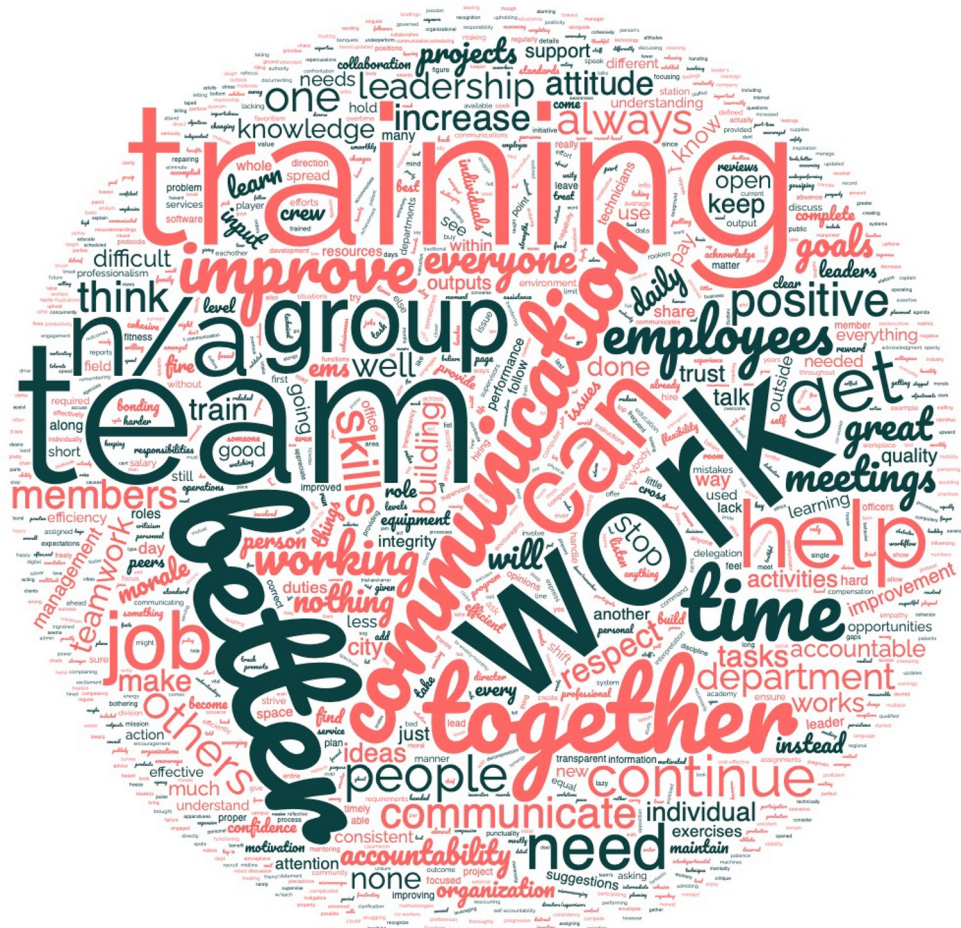# Word Cloud Renderings for Improvement

As a follower…

To reach mission and vision, City can…

My team can improve…

My focal leader can improve…

Summary Qualitative Survey Responses

- As shown in the word clouds and our analysis of free response questions, employees consistently made comments regarding
  - Communication
  - Training
  - Compensation
  - Accountability
- Sample comments
  - **"Clearly define expectations"**
  - **"Be more forthcoming about changes before they happen"**
  - **"Better leadership from the top, stop rewarding favorites, give everyone the same chances"**

- **"Rules and guidelines need to be allowed to be enforced"**
- "People lose confidence if their decisions, even if 100% correct still get overridden when a someone screams loud enough."
- "If a process is not working, then change it but don't override individually"
- "Make sure there is accountability in tasks provided. Make sure all members of the organization are doing their role and not putting it off on other people."

Interviews & Focus Groups

Initial Findings

Diagnostic interview statements RE Ethics, Trust, Leadership, & Morale

- "Want to see change. Previous CM had been there for about 20 years, and he was always present for questions, but I have not seen much change or progress. I think it deserves better. **We work with business owners everyday, and a lot of feedback that we have received is that it's a lot easier to do business in Midland compared to Odessa.**"

- "We have spent seven years trying to get a permit…and until recently with the new mayor, we were never able to get any traction."

- **"30 different departments…30 different ways of doing business"**

- "My way or the highway"

- "Truth is they have an opportunity to work with very smart people, and a lot of the Directors and ADs just ignore them when employees have ideas about how to improve, reduce costs, improve safety, etc."

- **Last time the City was thriving…people wanted to go to work. The political aspect of the job has changed a lot since I've been here. "We have another election in 1.5 years, so who knows if it's going to change."**

Diagnostic interview statements RE Toxicity & Discrimination

- **"No women, it never worked out well because they always wanted to play that card."**

- Multiple reports of demeaning/condescending supervisors, supervisors yelling at subordinates, and a public complaint of a hostile work environment.

- Reports of hazing/bullying within the organization.

- "They don't see me" from a minority team member when asked about the member's experience of working as a minority.

- "I know some of my coworkers **would not feel comfortable telling their supervisor if they were discriminated against.**"

Trends & SWOT Analysis

Initial Findings

Evaluations of Common Trends

- High numbers of voluntary separations often reflect low job satisfaction (Aziri, 2011; Sypniewska, 2014), which can be sourced from:
  - Poor policies, supervision, and working conditions
  - Difficult interpersonal relations
  - Perceived or truly non-competitive salary, benefits, and status
  - Absence of achievement, recognition, responsibility, advancement, and growth
- Our research has identified internal and external communication deficits, employees feeling unvalued, and a lack of a uniting vision and mission as significant detriments in Odessa.

- However, strategies can be and have been successfully implemented to address these deficits including improved management, training, providing rewards and recognition, and increasing employee participation and alignment (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021).

- Workplace atmosphere and good relations with coworkers and superiors are of paramount importance (Sypniewska, (2014).

STRENGTHS

- Coachable talent in need of mentoring and hungry for positive change
- Institutional knowledge is high/experienced workforce not currently considering retirement
- Search for new City Manager – new system and processes
- Passionate community open to change and improvements
- Passionate City Council wanting the best for Odessa
- Internal Leaders who stand ready to serve evidenced by them stepping into interim positions without hesitation

OPPORTUNITIES

- Internal Conflict
- Lack of Training
- Employees are beginning to speak up and speak out
- Desire for change
- We have identified hot spots within the city
- Up and coming leaders – need mentoring and development
- Opportunity to reset the clock with new City Manager
- Change in procedures, environment, and unified initiatives
- Facelift
- Opportunity to communicate, engage, and build trust with community stakeholders

WEAKNESSES

- Promotional Process
- Entrenchment
- Lack of motivation, satisfaction, and performance
- Willful Blindness
- Inefficient Processes
- Outdated policies and procedures
- Lack of Supervisory Accountability

THREATS

- Lack of trust
- Low morale
- Lack of voice – fearful of consequences and repercussions
- Unhealthy/toxic work environment
- Poor leadership
- Favoritism
- Sexual Harassment
- Political impacts

- Assignment of personnel
- Lack of Standardization
- Lack of training (including soft skills)
- No unifying vision, mission
- External Complaint Process
- Organizational Silos
- Communication barriers
- Lack of psychological safety and confidence in chain of command
- Discrimination – Gender/Age/Sexual Orientation
- Dysfunctional Patterns and Practices
- Compromised Sections of city
- Internal/external complaint Process
- Serious Emotional and Mental state of organizational members
- Risk of lawsuits
- Low trust and engagement of external stakeholders
- Complacency

Work Completed & Next Steps

TASKS	TTIME FRAME	RESULTING ACTION ITEMS
ASSESSMENT & EVALUATION OF ORG - Policy Review - Organizational Survey - Organizational Assessment - Diagnostic Interviews (Internal/External)	- Completed - Completed - Completed - On-going	- Prioritize manual updates, diversity and harassment training
EXECUTIVE COACHING/ADVISING - Providing sounding board for senior management and executive staff - Prepare executive leadership for the psychological implications of managing around the new transitional norms and processes.	- On-going - April-May '23	- Achieved via training evolutions mentioned below
LEADERSHIP PROCESSES AND TOOLS - Establish workflows promoting transparency and efficiencies throughout the organization. - Assist Managers in creating a confidential system for addressing complaints. - Communication	- On-going - Under review - On-going	

Work Completed & Next Steps

TASKS	TIME FRAME	RESULTING ACTION ITEMS
RECRUITMENT AND SELECTION OF CITY MANAGER - Benchmarking - Advertising - Resume Review with City Council - Candidate Assessment/Meet & Greet - Candidate Selection	- TBD, March - TBD, April - TBD, May - TBD, June - TBD, July	- Council to select Benchmark Committee - Council to codify CM job description
LEADERSHIP TRANSITION AND TRAINING - Culture and Communication - Basic Social Media Training - Mental Model of Resilient Leadership - Leadership Resilience Training - Leadership Transition and Integration	- April-May - Completed - April-May - April-May - April-May	- T2 will work with Staff to schedule these training events

Benchmark Process & Candidate Evaluation

We Must Focus on Fit Or...

TriMetrix Helps You Focus on Fit...

Benchmark Process & Candidate Evaluation

- Benchmark Committee
  - 2 Council Members
  - 2 Department Directors
    - Public Safety
    - General Government
  - 2 Citizens
    - Business
    - Residential
- Members should be
  - Vested in the success of the CM
  - SMEs on the job - bring your goodness

- Benchmark Process – measuring fit in two steps

  - **<u>Select</u>**: The Superior Performance Attributes (S.P.A.) for the City Manager Position = Benchmark

  - **<u>Compare</u>**: Candidate to the Benchmark & Interview Questions

  - Removes bias
  - Ultimately identifies strengths & potential gaps
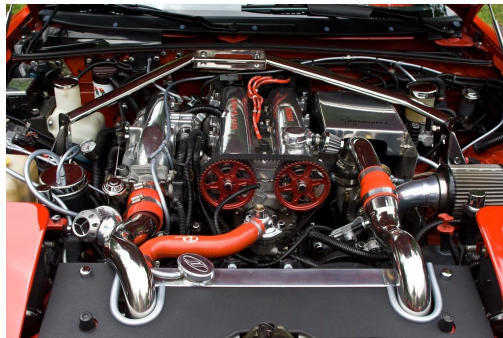
TriMetrix is TRI-MODAL and Measures:

< 30%

GAS IN TANK
Motivation, Values and Interest in the Work

HOW WE DRIVE
Communication & Interaction Style

HORSEPOWER
Personal Skills & Talents

Other Parts of our Hiring Process Examine
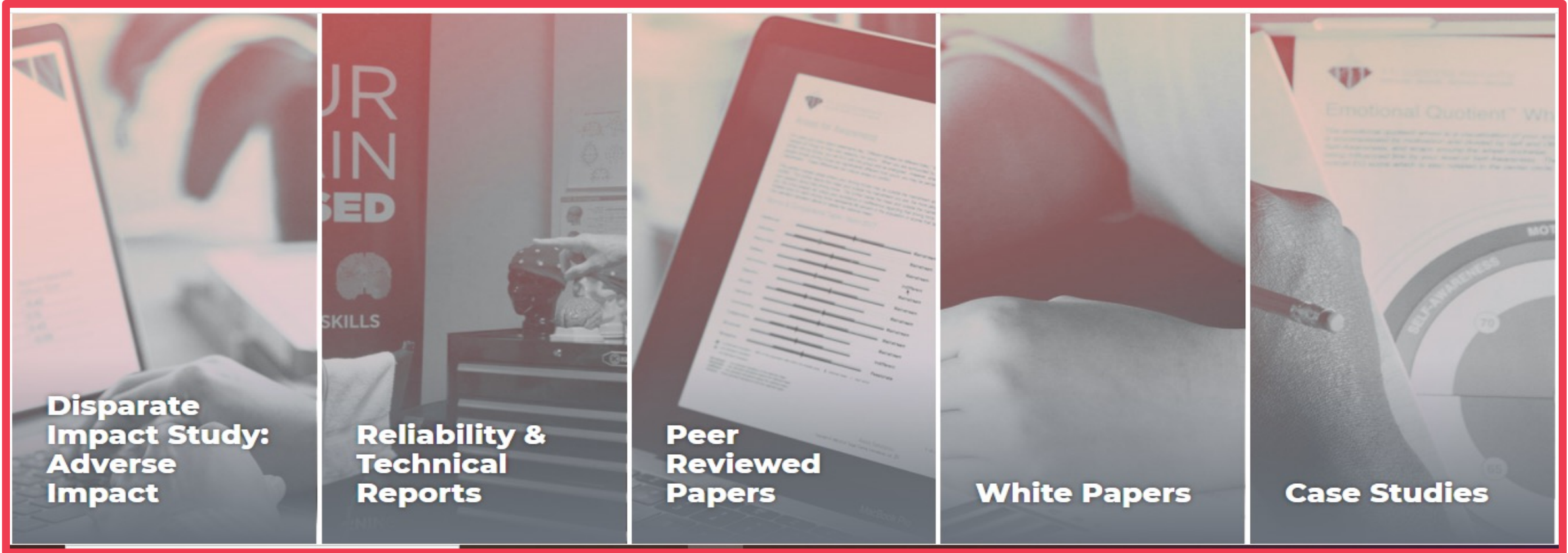
The Road Ahead
Trajectory & How Odessa fits

Where Parked
Current situation & culture, results, reasons for leaving

Roads Traveled
Past Experience & Achievements

Disparate Impact Study: Adverse Impact

Reliability & Technical Reports

Peer Reviewed Papers

White Papers

Case Studies

Scientifically-backed | Legal | Patented | Field-Proven

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Maintaining Deliverables & Integrity

T2
PROFESSIONAL
CONSULTING

- Core tenets of T2 Consulting include:
  - Integrity
  - Professionalism
  - Providing superb value to our clients
- Formerly planned to engage Dr. Hank Seitz - benchmark and Tri-Metrix
  - TTISI certifications current & reconfirmed
  - Academic achievements remain unconfirmed
  - Affording due process; Removed from project
- Consistent with our tenets and leveraging T2's robust network, we have engaged with Suzie Price

T2 Consulting Affiliate **Suzie Price**
Benchmark & Tri-Metrix Assessments

- Began working with TTI Success Institute in 2006
  - 2018 TTI SI Brand Ambassador Award
  - 2020 TTI SI Bill Brooks Impact Award
- TTI Success Insights has conferred Suzie with the prestigious Advanced Master Axiologist certification. Fewer than 30 people worldwide have achieved this certification.
- Recognized as not only a practitioner but also trains others to conduct and interpret the following assessments
  - Certified TriMetrixHD Analyst (TMEA)
  - Certified Professional Motivators Analyst (CPMA)
  - Certified Professional DISC Analyst (CPDA)
- TTI SI Certifications
  - TriMetrixHD Analyst (TMEA)
  - Professional Motivators Analyst (CPMA)
  - Professional DISC Analyst (CPDA)
  - Professional Facilitator (CPF)
  - Qualified 360 Degree Feedback Practitioner for Organizations and Individuals
  - Executive Presence Index Survey Practitioner

T2 Consulting Affiliate **Suzie Price**
Benchmark & Tri-Metrix Assessments

- Clients served include:
  - Kimberly-Clark, Oncor, Douglas County Chamber
  - Kennesaw State University, Georgia Gwinnett College
- Published Author
  - 120 Stress Management Strategies
  - How to Hire Superior Performers
- Civic Engagements
  - Board of The Robert S. Hartman Institute
  - Board Member of the Southeast Association of Facilitators
  - Past Co-Chair and Current Member of the Association of Talent Development and as the 2016 Senior Adviser to the President

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Pathway for Positive Change

Q & A

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