

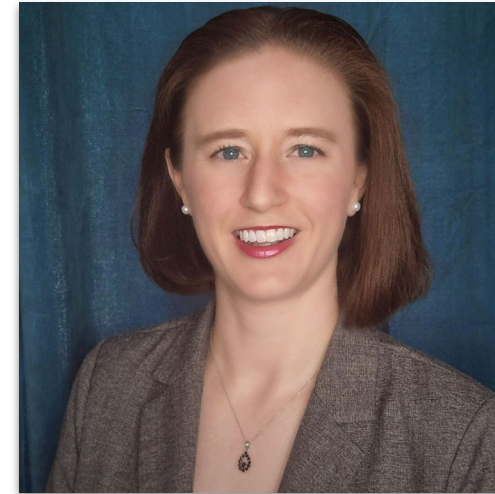


Brighton<sup>SM</sup>

# Building Sustainable Organizations Through People and Data

## Traci McLean, Sustainability Coordinator

- Brighton Performance & Leadership Academy
- Black Belt from the Denver Peak Academy
- Master's in Public Administration
- Master's in Organizational Development and Leadership



## Kayla Barber-Perrotta, Budget & Performance Manager

- Brighton Performance & Leadership Academy
- Brighton Employee Experience Team
- ELGL Traeger Award Winner
- Black Belt from the Denver Peak Academy
- Disney Way Champion for City of Royal Oak

# Agenda

- The Value of Organizational Culture
- Making the Right Hire
- Maximizing Employee Success
- Continuous Process Improvement 101

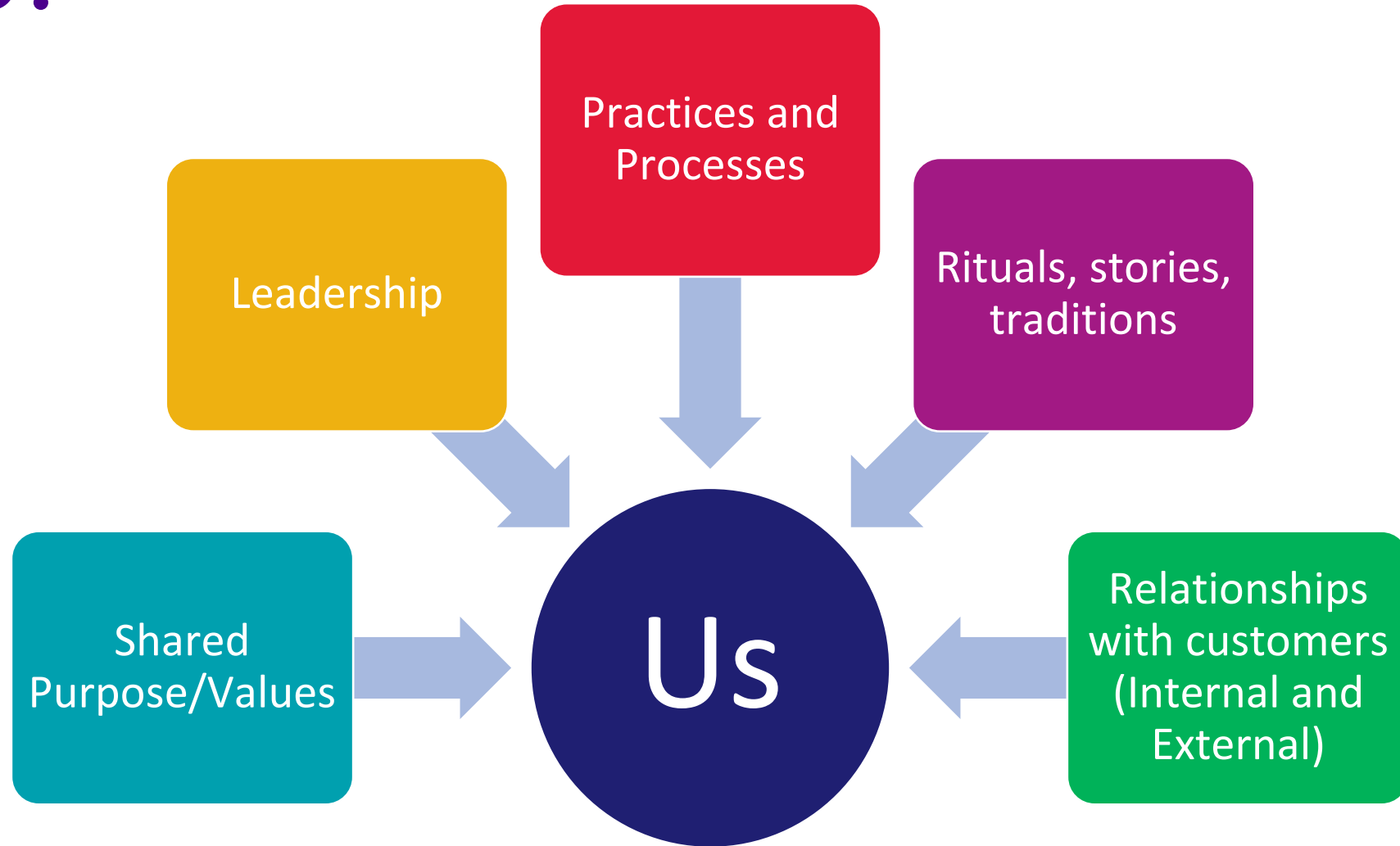


# The Value of Organizational Culture



COLORADO MUNICIPAL LEAGUE • 2023 ANNUAL CONFERENCE

# What is organizational culture?



# Top Reasons People Leave Jobs





# Impacts of Positive Culture

Less Turnover

Reduces Brain  
Drain

Higher Morale

Better  
Engagement

Fewer Sick  
Days

Better Quality  
of Work

Better  
Work/Life  
Balance

Increased  
Customer  
Satisfaction

Reduced Costs



# Reinforcing Culture

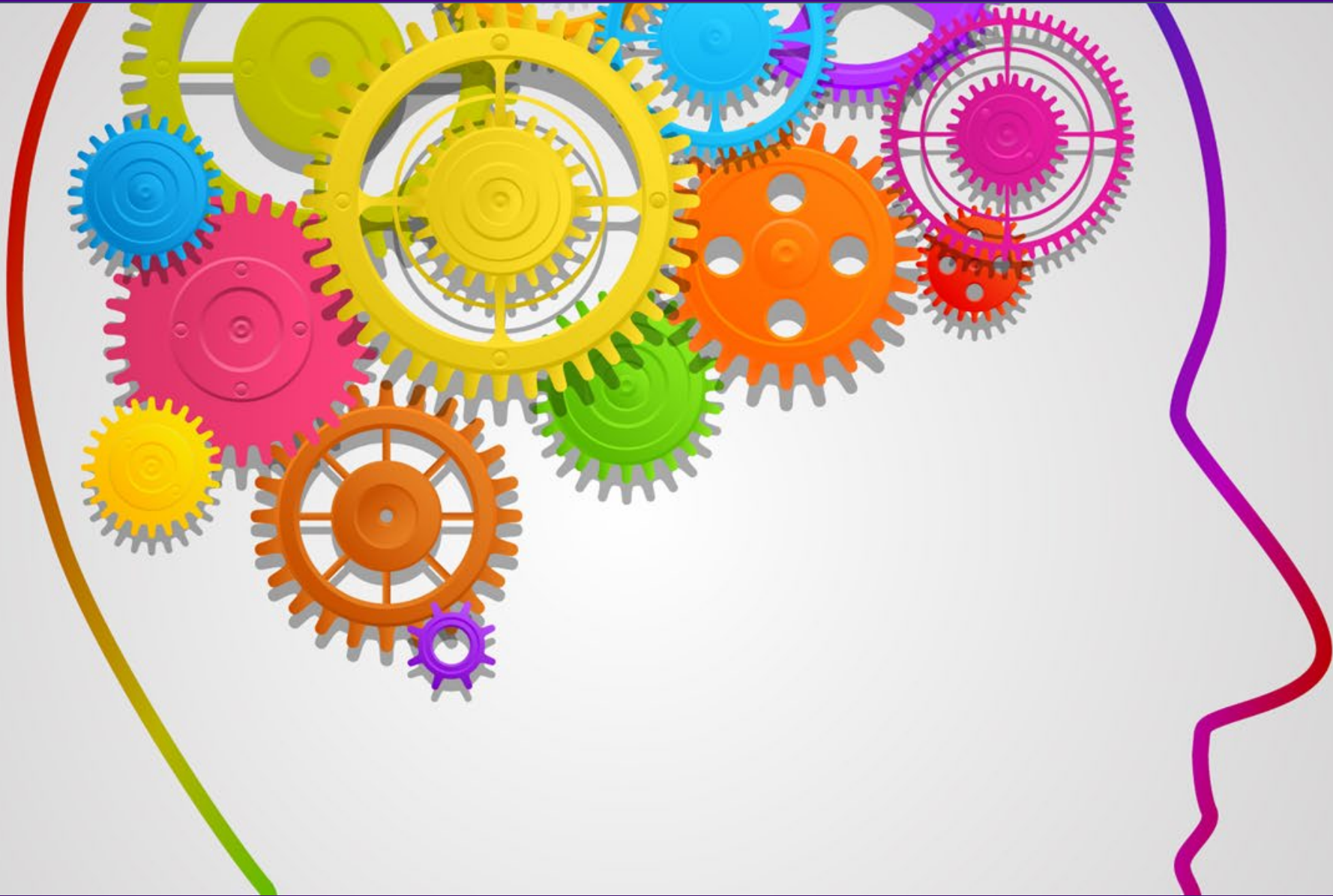
- What do you value?
- Traditions, stories, rituals
- Professional Development
- Appreciation
- Communication
- Hire for Fit and Keep Them

## Play to Your Strengths!



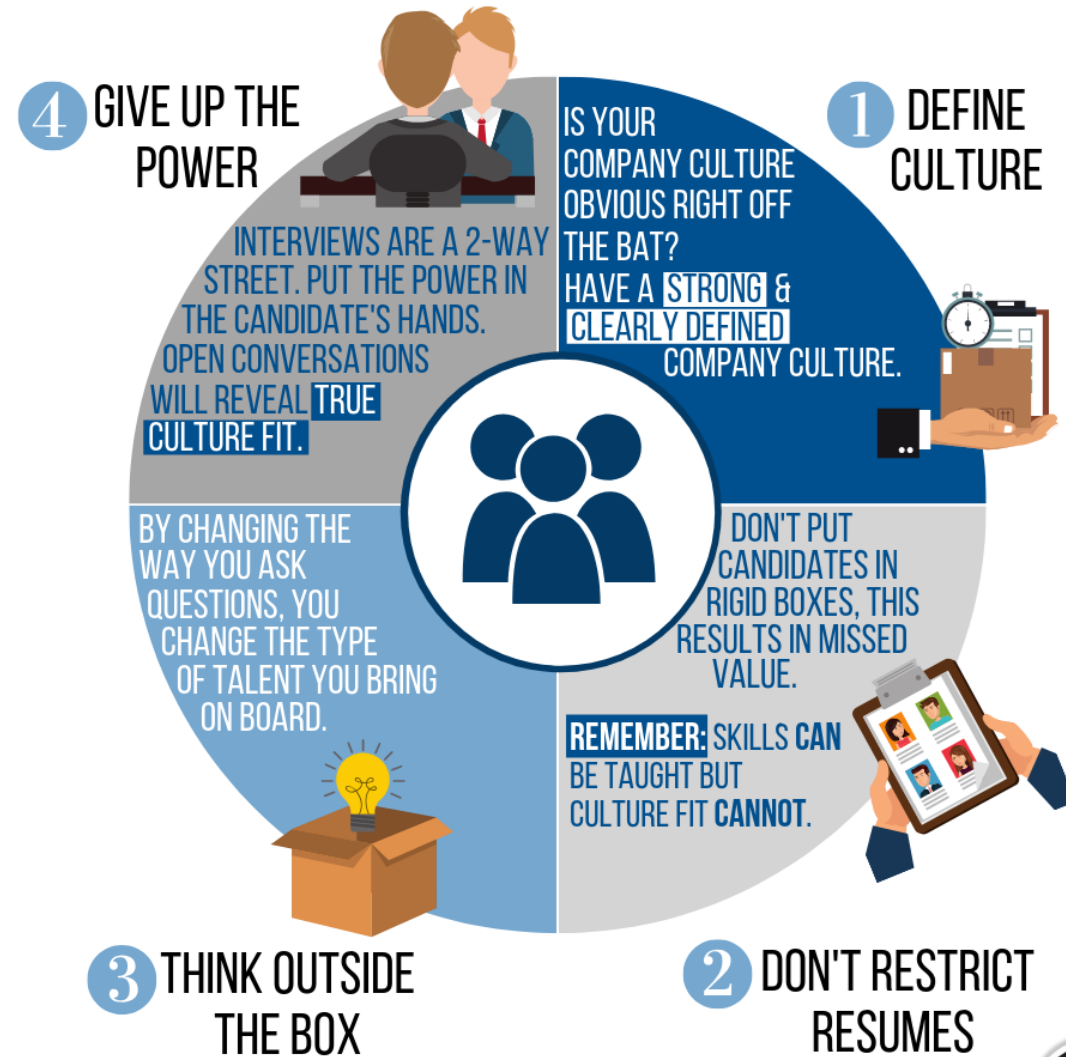


# Making the Right Hire



COLORADO MUNICIPAL LEAGUE • 2023 ANNUAL CONFERENCE

# 4 SIMPLE STEPS TO HIRING FOR CULTURE FIT

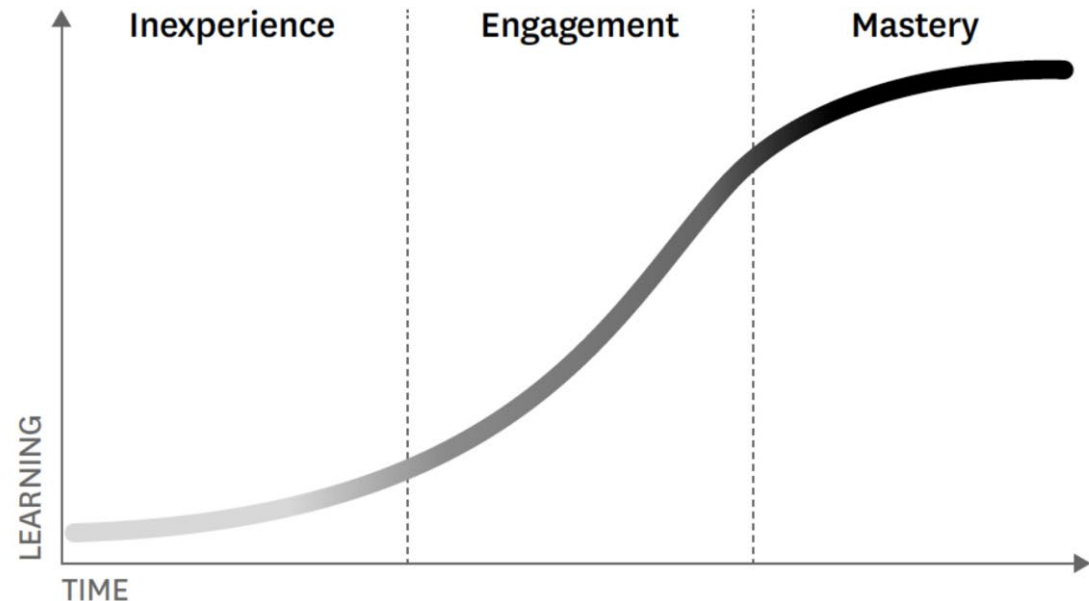


# Building a Well-Rounded Team

- **Everyone** has an S curve
- 3 distinct **phases**
- “If a person can’t grow with a company they will grow away from it”
- Strive for **engagement**
- The best teams are a **collection of curves**

FIGURE 1-1

The S curve of learning



# Job Postings that Attract the Right Candidate

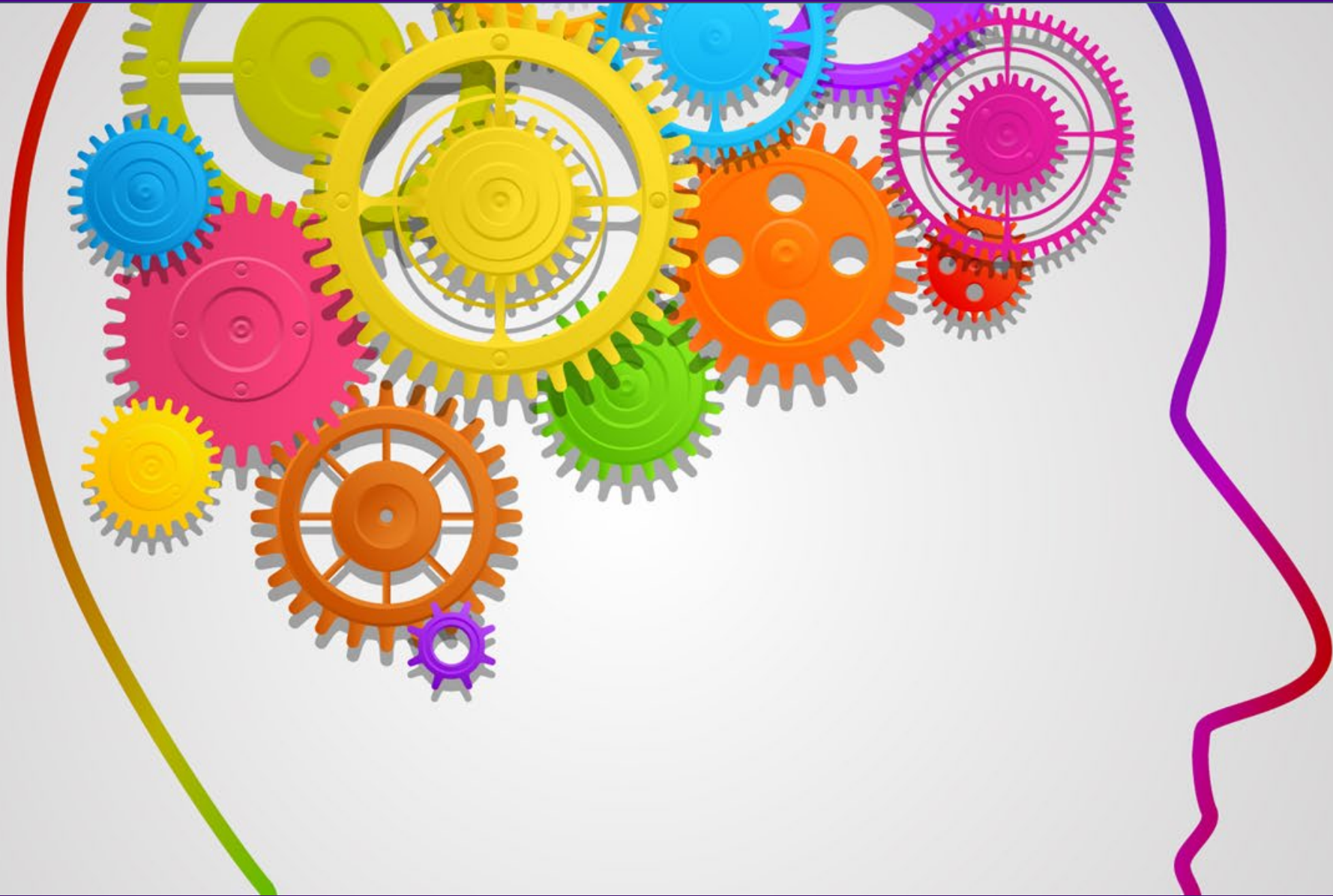
- Way for employers to **recruit candidates** for vacant positions
- Introduction your company to a potential employee
- **One page**
- Include culture and pictures
- Be clear and **sell the opportunity**
- How has the pandemic impacted your candidate pool?

## Play to Your Strengths!





# Maximizing Employee Success

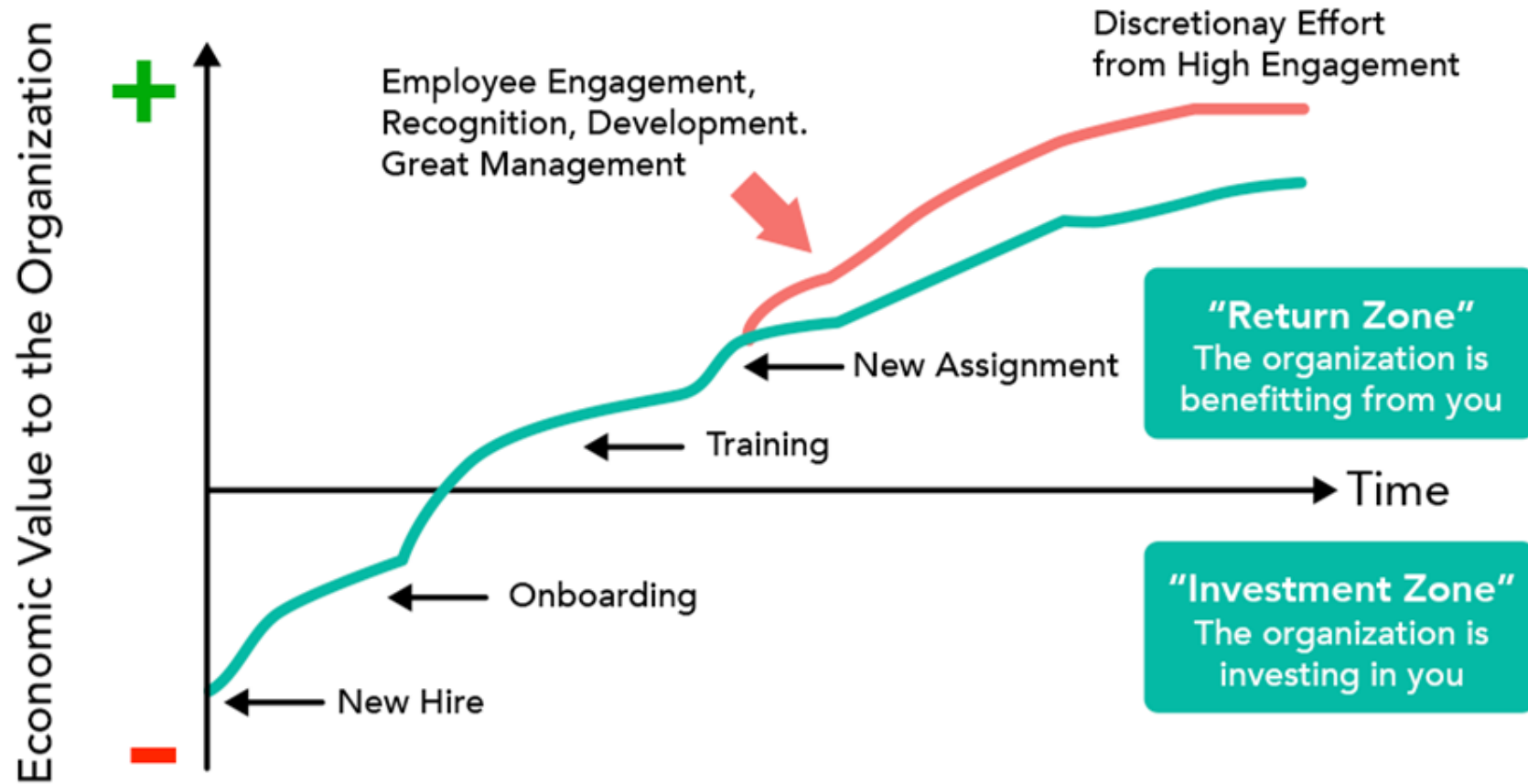


COLORADO MUNICIPAL LEAGUE • 2023 ANNUAL CONFERENCE



# The True Cost of an Employee

## Cost to Value of an Employee



# Orientation & Onboarding

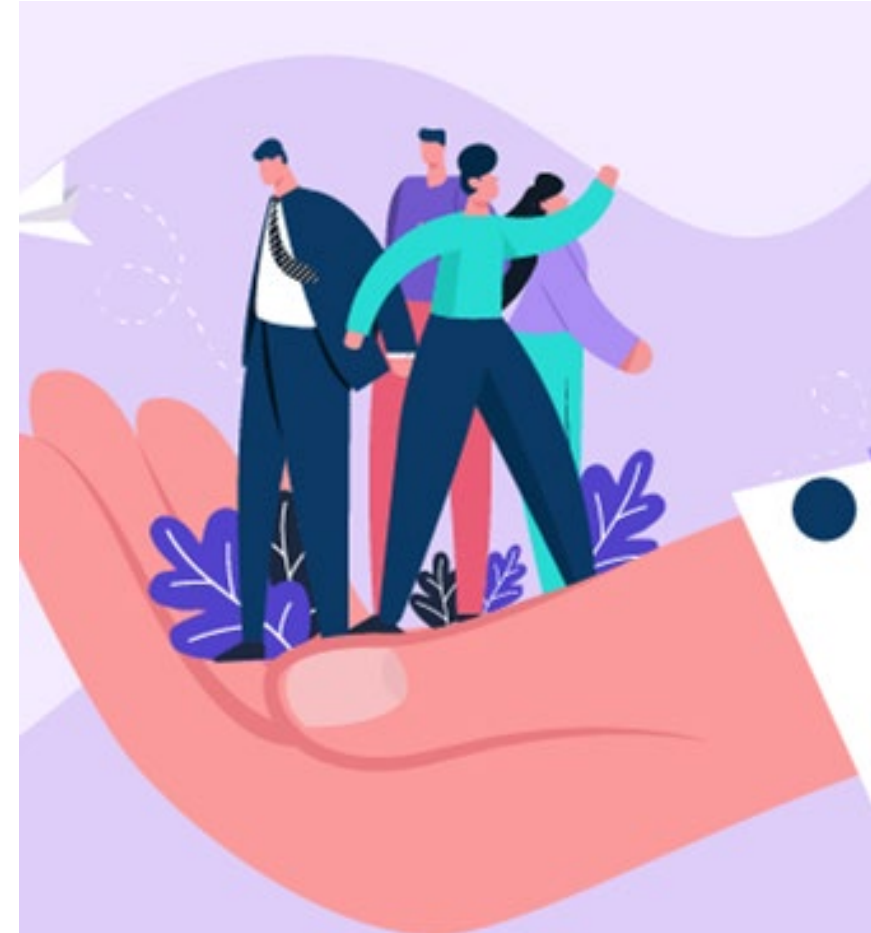
- **Orientation** is a brief introduction to the organization
  - Familiarizes new hires with **company policies**, **coworkers**, and **responsibilities**
  - Introduction to **mission**, **values**, and **vision**
  - Takes place over the **first week** of a job
- **Onboarding** is an umbrella term that spans the full new hire journey
  - Onboarding takes place over the first **3 months to a year** of a new job
  - Provides a picture of **duties** and **responsibilities**
  - Reduces workplace stress and **increases retention**



# Retention Basics

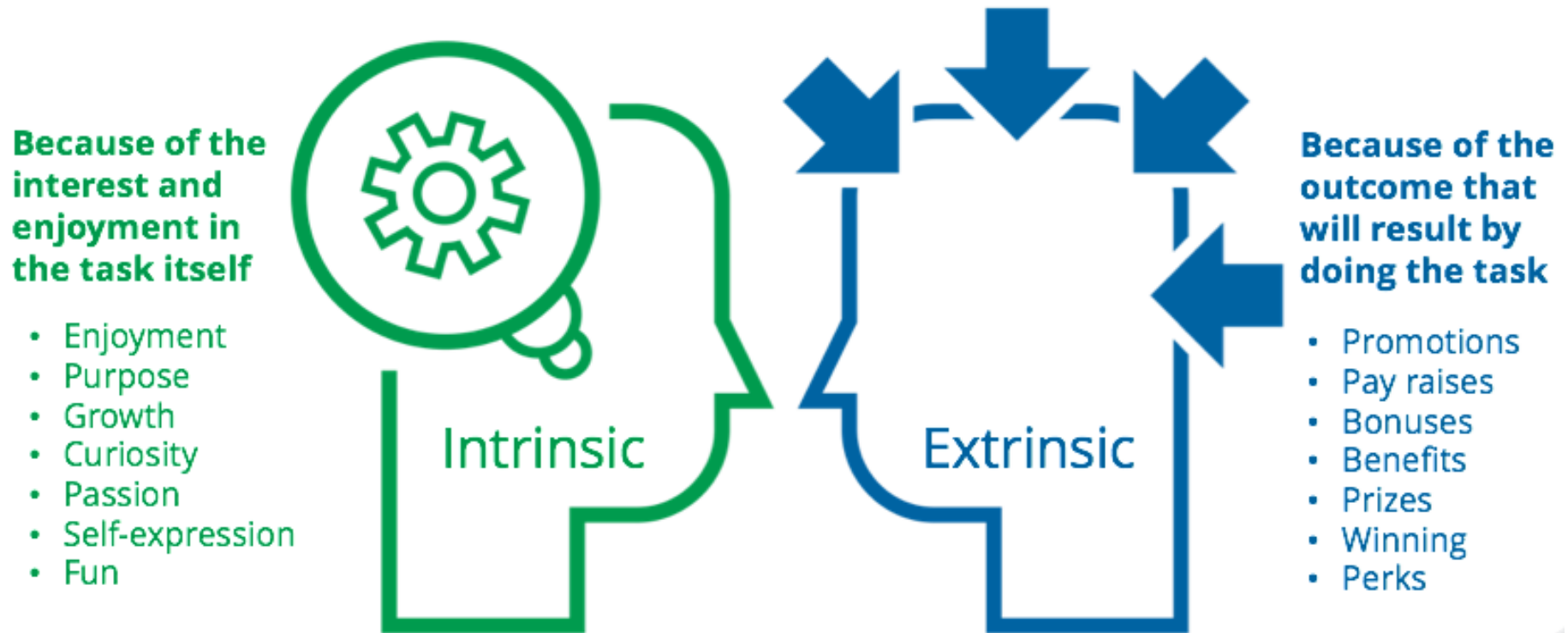
*“If a person can’t grow with a company they will grow away from it” - Whitney Johnson*

- Listen to employee **feedback** and follow through
- Create and support an **inclusive culture**
- Invest in employee **growth opportunities**
- **Stay interviews/Exit Interviews**
- **Positive Offboarding**



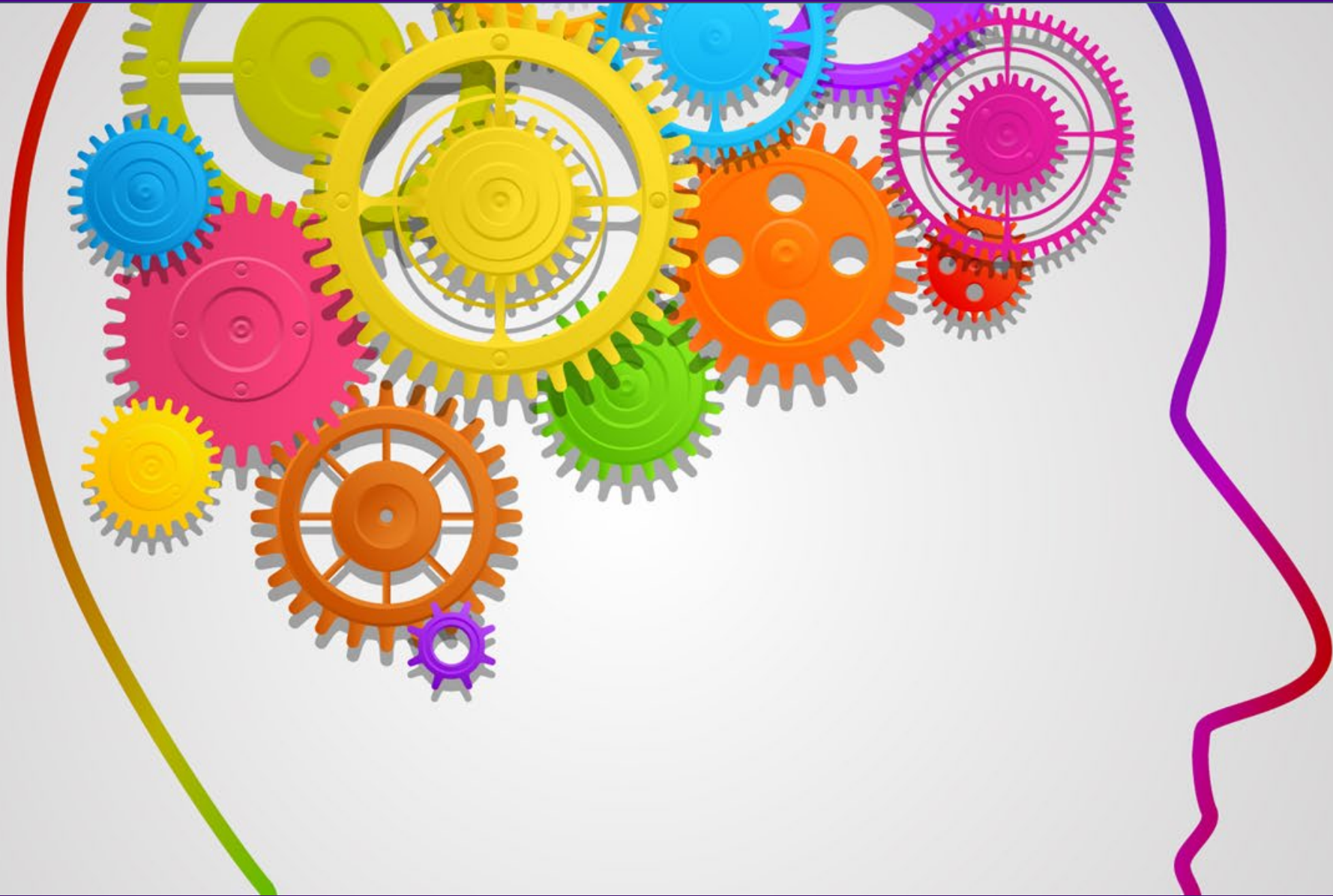
# Which one is more important?

## INTRINSIC VS. EXTRINSIC MOTIVATION: WHY WE DO WHAT WE DO





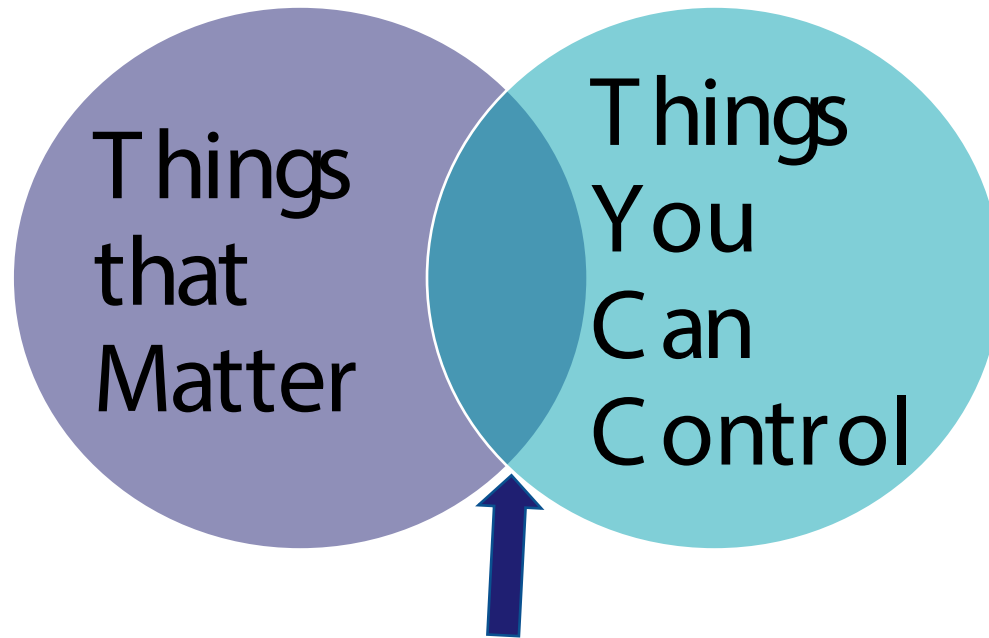
# Continuous Process Improvement 101



COLORADO MUNICIPAL LEAGUE • 2023 ANNUAL CONFERENCE



# What is Continuous Process Improvement?



Your Innovation  
Sweet Spot

Staff Driven

Customer-  
centric

Sustainable

Utilizes  
Existing  
Resources

Data Driven

Limited  
Scope

Within Your  
Control

Teamwork



# Choosing Your Delivery Method

1. Diagnose organizational culture
2. Get buy-in from all levels of the organization
3. Develop training framework
4. Identify your tools
5. Track ongoing cost savings
6. Engage alumni network



**There is no one size fits all!**



# Brighton's Diagnosis

- Staff turnover
- Changing leadership and direction
- Pandemic stresses
- Few options for performance or leadership training
- Expressed interest
- Inflection point for the City
- Cultural foundation
- Good financial stewards



**Brighton City Council member accuses city of running slush fund from water fees**



HURRICANE IAN  
RELIEF

**Brighton City Council votes to fire city manager amid water bill controversy**

**Brighton mayor recalled | Colorado election 2019**

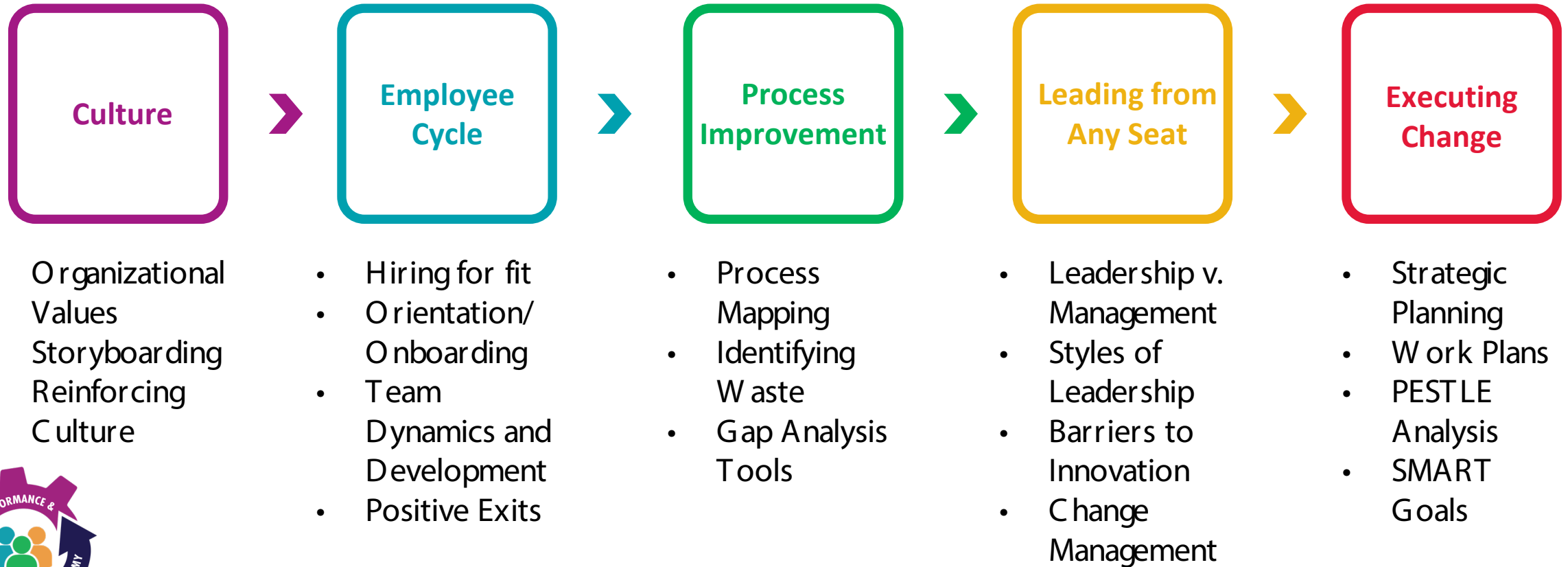
**Brighton needs new city manager**

steps down after 13 months on the job

**Brighton City Council to investigate one of their own over encounter with police but won't say who**

A special prosecutor will probe whether the council member abused his office when dealing with law enforcement

# Performance & Leadership Academy



# Toolkit Overview

## Gap Analysis

- Storyboarding
- Process Mapping
- Spaghetti Diagram
- 5-W hy's
- Fishbone Diagram
- Communication Circle
- GEMBA W alk
- Plus/Delta

## Solution Tools

- Mistake Proofing
- Check-Lists
- Standard O perating Procedures
- Impact/Effort Matrix
- Behavioral N uddges

## Executing Tools

- Emotional Intelligence
- SW OT
- PESTLE
- W orkload Visualization
- Strategic/Action Plans
- Performance Metrics
- Data Stories



# Execute for Success

- Create a **buzz**
- **Honest branding** and marketing are crucial
- **Why** does it matter?
- Get **leadership involved**
- Identify your **change champions**
- Plan for **resistance**
- **Celebrate**
- **Have fun**





# THANK YOU

Kayla Barber-Perrotta  
Budget & Performance Manager  
[KBPerrotta@brightonco.gov](mailto:KBPerrotta@brightonco.gov)

Traci McLean  
Sustainability Coordinator  
[TMcLean@brightonco.gov](mailto:TMcLean@brightonco.gov)





# THANK YOU FOR ATTENDING

## Please don't forget to rate the session on the CML Conference App

## Go to session & click on survey