

## Personnel Report

All throughout our process, we heard a deep desire among many employees to heal from felt harm and improve the work environment and culture - and a need from city collaborators and communities to improve working relationships and collaboration. To support these aims, we reviewed the following:

- Survey data from two surveys, (62% employee participation respectively)
- 1:1 interviews with direct reports, colleagues, and wherever possible the employee themselves
- Review of confidential human resources complaints
- Report regarding 18 employees' complaints to the Ombudsman

In our assessment process, we discovered repetitive complaints concerning five particular employees' behavior. These continued to emerge, showing actions, behaviors and impacts that contributed to dissonance and dysfunction in the work culture. In our review, common themes also emerged concerning behavior that posed obstacles to future reconciliation and progress, and that are not in alignment with many City of Portland values (Anti-Racism, Equity, Transparency, Communication, Collaboration, Fiscal Responsibility). We have summarized what we heard on the following slide.

These themes are:

1. **Hostile Working Environment:** These employees contributed to continual creation of a hostile working environment especially for protected classes, including but not limited to trauma (BIPOC, women, veterans, seniors)
2. **Abuse of Power:** Acts and behaviors in self-interest that cause unnecessary harm to other employees
3. **Leadership and Management Style:** Leadership and management style not aligned with City of Portland values, and/or counterproductive in serving city needs, supporting employees and carrying out the bureau's mission and collaborative community promise
4. **Lack of Systemic Support:** Personnel across every level of the organization expressed disappointment and frustration with the lack of prioritization, resources and support to help them with their work, and as a barrier to making the culture and work of Civic Life a more humane and empathetic experience
- 5.

**IMPORTANT NOTE: THIS IS NOT A JOB PERFORMANCE ASSESSMENT.** Evaluating employees for their effectiveness and job performance was outside the scope of this assessment. What we are reporting is the recurrence of reported behaviors and felt impacts from others in the bureau, which we summarily checked against what was provided in BHR and Ombudsman reports. We are also reporting findings regarding what these reports show about the system of personnel management at the Bureau, and its failure to provide processes, guidance, correction and support for struggling employees and managers.

**PERSONNEL REPORT**

PERSONNEL	POSITION	Reported Employee Experience			Employee Confidence in Capacity to Support Recommendations			
		Hostile Working Environment	Abuse of Power	Punitive and Authoritative Management Approach	1. Capacity to Address Harm	2. Capacity to Build Trust and Cultivate Collaboration	3. Capacity to Align on Shared Purpose	4. Capacity to Ensure Empowering Systems
Suk Rhee*	Bureau Director	X	X	X	Little to no employee confidence	Little to no employee confidence	Uncertain	Little to no employee confidence
Meg Juarez*	Supervisor II Community Safety	X	X	X	Little to no employee confidence	Little to no employee confidence	Little to no employee confidence	Little to no employee confidence
Dianne Riley*	Supervisor II District Coalition Offices	X	X	X	Little to no employee confidence	Uncertain	Little to no employee confidence	Little to no employee confidence
Paul Van Orden	Noise Control Officer	X	X	N/A	Little to no employee confidence	Little to no employee confidence	Little to no employee confidence	Little to no employee confidence
Jacob Brostoff	Crime Prevention Administrator	X	X	N/A	Variable	Variable	Variable	Variable

\*Subjects of Ombudsman Report (18 complainants)

**PERSONNEL REPORT**

PERSONNEL	Reported Employee Perspectives
Suk Rhee*	<ul style="list-style-type: none"> <li>• Most interviewees and survey participants felt the bureau cannot move forward with Suk as director citing her lack of concern for employee experience, bullying behavior, and hierarchical and condescending style of leadership</li> <li>• All bureau leaders and some employees who participated in this assessment support Suk’s vision and value her approach</li> </ul>
Meg Juarez*	<ul style="list-style-type: none"> <li>• Most (6/9) team members feel the program cannot move forward with Meg as supervisor due to harms caused</li> <li>• Some (2/9) team members feel the tension with Meg is solvable, if conflicting opinions on new program direction are resolved</li> <li>• One (1/9) team member believes an opportunity to openly share with Meg without fear of retaliation would promote healing (+3rd party or Equity Manager)</li> <li>• Several team members (BIPOC and white employees) report that Meg discriminates, disrespects, and targets women of color under her</li> </ul>
Dianne Riley*	<ul style="list-style-type: none"> <li>• Three former employees who participated in this assessment felt unsafe, harassed, and unable to remain in their positions due to Dianne’s behavior as their supervisor</li> <li>• Some employees reported abuse to ombudsman because their official complaints against Dianne were not taken seriously by HR or the director</li> <li>• Employees particularly objected to Dianne’s repeated use of “motherfucker” when referring to employees</li> </ul>
Paul Van Orden	<ul style="list-style-type: none"> <li>• Participants at every levels reported that fear of Paul’s influence, power and capacity to use the system to punish opposition silenced complaints regarding his behavior: three employees report transferring to elsewhere due to Paul’s behavior and treatment, and one employee is currently seeking transfer due to Paul’s treatment and ongoing fear and stress related to his behavior</li> <li>• Some employees feel a full review of Paul’s previous transfers and backlog of concerns and complaints is necessary</li> <li>• A former supervisor describes his behavior as “toxic, corrupt, and entrenched in white supremacist and sexist behavior.”</li> </ul>
Jacob Brostoff	<ul style="list-style-type: none"> <li>• Concerns about Jacob focused on his position as union steward and “weaponization” of that position and related processes to target and harm others. Namely:</li> <li>• One member of COMSAF team feels specifically targeted by Jacob and perceives his goal is for them to be terminated</li> <li>• Two perspectives outside COMSAF team and one member of COMSAF team are concerned the union grievance process is being weaponized</li> <li>• Three interviewees and many survey responses expressed concerns that the union and Union Steward responsibilities contradict Civic Life values</li> <li>• One interview recommended a new Livability supervisor to provide active management (“to manage the hell out of”) this employee’s behavior</li> </ul>
<b>PERSONNEL PERSPECTIVES</b>	
<p>Four of the five persons on this list were interviewed and shared their personal experience and perspective with ASCETA. General themes that emerged were that individuals felt <b>targeted, bullied, disrespected, and not supported</b> in their roles by traditional systems including upper management and BHR. Also, some perceived these behaviors to be <b>racially motivated</b> and/or a product of <b>racial stereotyping</b>. (Due to confidentiality, each individual perspective cannot be shared, although every experience is equally as important and valid.)</p>	

## Suk Rhee

Suk was interviewed and shared her personal experience and perspective with ASCETA. Due to the confidentiality of our interviews, her perspective cannot be reflected in this report. In addition to the findings below, we recommend speaking to Suk directly to hear about her experience.

Employee Perspectives Quoted Below: **13 people** (approximate due to potential of anonymous survey reports including other perspectives)

CRITERIA	BASIS FOR RECOMMENDATION
<b>Hostile Working Environment</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Dismissive of employee concerns</li> <li>● Incompetence/Unfit for leadership</li> <li>● Lack of care for employee well being</li> <li>● Bullying behavior</li> <li>● Staff turnover</li> <li>● Abrupt changes without deep listening</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "I made a complaint, an official complaint that I felt very unsafe. I felt harassed by her (Dianne). (In the meeting) Suk looked at me and she laughed and she said, "Did you really expect us to take that seriously?" And again, I was shocked and yes, I did. It's an official complaint." <b>BIPOC</b></li> <li>- "When you say something against whatever it is that she's (Suk) trying to get done, and you sort of give her a reality check, and she doesn't appreciate it. Being the loved child and then not being the loved child, that sort of happens over the course of your career under her" <b>BIPOC</b></li> <li>- "The way she (Suk) presented the potential of me completely losing my job (program cut) was very inhumane"</li> <li>- "Those last two years under Suk were awful. They were some of the worst experiences that I've had in my professional life."</li> <li>- "so many of the staff who have left are people of color, both men and women of color and non-binary people of color" <b>BIPOC</b></li> </ul>

	<ul style="list-style-type: none"> <li>- "there seems to be a definite lack of morale. We have a high employee turnover. There's been lots of conversations from either current employees or previous employees about not feeling respected or heard. It's also not a really warm and welcoming climate" (ee points to Suk Rhee as root cause)"</li> <li>- "The bureau has lost 59% of black staff under Rhee's tenure, this is a clear indication that something is wrong. Rhee hires person friends to fill managerial positions and does no mentoring and promoting from within - that is a clear sign of disrespect"</li> <li>- "there were many times when the Director would give a directive and then come back later and say something contradictory and then place blame on me or others for misunderstanding what she said. This seemed to be commonplace with many staff in the bureau and created a sense of chaos in the bureau. It seemed that the Director and Commissioner created a culture of chaos to justify changes they wanted to make at the expense of individual staff well-being which did negatively impact my ability to effectively do my job, and I saw this affect many co-workers to a much greater degree."</li> <li>- "As a former employee who is a woman of color, I felt dismissed, humiliated and intimidated by the program manager and Director. My emotional well-being was impacted by the hostile and unsupportive work environment. It resulted in my not wanting to go to work and not being motivated to do my best." <b>BIPOC</b></li> <li>- "The bureau became a toxic work environment which is why there was 60-70% turnover every year the past three years. If you didn't do exactly what Suk wanted you got in her list of people she would actively ice out of doing their jobs. Utilizing HR methods to scare people or threaten their jobs." <b>(survey/anonymous)</b></li> <li>- "Many staff have been miserable for most of the time Suk and Chloe have been in charge. Many skilled and experienced staff have been severely harassed and bullied, often with the intention of getting them to quit. The agency devolved into an authoritarian, cult of personality, in which loyalty to Suk was more important than having the experience and skills to do a good job and live up to the values OCCL should be modeling for all of the City government." <b>(survey/anonymous)</b></li> <li>- "The Director and a few Managers are bullies and incite racism against people of color." <b>(survey/anonymous)</b></li> </ul>
<p><b>Abuse of Power</b></p>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Nepotism in hiring (Dianne Riley)</li> <li>● Controls narrative</li> <li>● Withholds critical information from staff</li> <li>● Treats bureau like her own private company</li> <li>● Sexism</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p>

	<ul style="list-style-type: none"> <li>- "There was this desire to control the narrative (Suk re: reorg). And the reality is, when you're in a bureau with a lot of people whose background is community engagement or community advocacy, that just doesn't fly. You can't hire community organizers and tell them not to organize." <b>BIPOC</b></li> <li>- "her (Suk) mindset was too much like,"This is my own private nonprofit or my own foundation, and I can do with it what I want," as opposed to like, "This is a city government bureau that I have to follow all the rules and standards and the ways that the city works" <b>BIPOC</b></li> <li>- "I actually had to get men on the leadership team to propose stuff because Suk had a tendency to acquiesce when it was the men in the room asking versus the females" <b>BIPOC</b></li> <li>- "when Suk got hired, nine directors got fired... They were given golden parachutes, as people like to call it, for bureaucrats to walk away and, "Retire," and walk away from their positions so that commissioners can bring in their own people or people who will lead it in a vision that they want." <b>BIPOC</b></li> <li>- She repeated promotion of her best friend Dianne Riley even when Dianne was failing at her job (per statements repeatedly made by her staff) show that being a yes person, one who always agrees with you, was more valued in that organization than actual capacity to do the work. Suk expected things of other managers and staff that she never expected of Dianne. She was held to an entirely different standard. <b>(survey/anonymous)</b></li> <li>- "hiring committee did not recommend Diane Riley to be hired, Suk bullied hiring committee to hire her"</li> </ul>
<p><b>Leadership and Management Style</b></p>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Hierarchical and condescending style</li> <li>● Lacking government and change management experience</li> <li>● Authoritarian style</li> <li>● Lacking emotional intelligence</li> <li>● Micromanaging</li> <li>● Unprofessional and aggressive language</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "She's cerebral, incredibly smart and talented - and totally lacking in emotional IQ."</li> <li>- "She's (Suk) very cutthroat, and she doesn't really care about peoples' opinions. She thinks she was tasked with making changes, and regardless of whether or not she understands what she's talking about, she's just going to push forward anyways"</li> <li>- "She (Suk) didn't spend a lot of time asking us what she was doing wrong or if she could do anything better. And I think what good leaders do often is check in with their staff and say, "What am I missing? What do you need more for me? etc." And she didn't spend a lot of time considering any of those things or even asking that question" <b>BIPOC</b></li> </ul>

- "(Suk) Has some people incredibly devoted to her, in a cult of personality way—vision is fantastic, but execution hasn't brought anyone along, people are alienated. Anyone who raises questions is considered resistant to change"
- "They (Suk/Chloe) don't understand how government works. We are asked to do things that don't align with our job descriptions. There are no formal policies and memos saying we don't partner with the police and so it feels very uncomfortable communicating to the public that we don't work with the police. That needs to come from bureau director at the top." **BIPOC**
- "I think the ombudsman found out as well that it didn't seem like there was really a pattern with the staff of targeting people because of their ethnicity. It was more, are you loyal to Suk and whatever her often ill-formed and poorly explained ideas were? That was the main issue."
- (Suk and Dianne in meetings) "That white motherfucker. He's not going to do this or that, or." There was some pretty extreme language that they used. But then they sort of turned that same language it seemed on anybody. They used that same language against "That motherfucker, [removed/confidential]" And would say just awful stuff."
- "We wanted to feel competent . We were open to new system changes, learning new things. Instead we experienced a non supportive environment, hostile/punitive, no patience/grace, or new learning opportunities. Either we knew how to do something different or we were incompetent and this created false narrative" **BIPOC**
- the Director made sure we understood who was in charge and in power. She said something like this: "You are challenging authority, and this time I won't report this to HR" and "you are being unprofessional and disrespectful." What I took from that meeting is [that] it was not ok to ask questions and that I had to learn my place otherwise there will be consequences. This was a very traumatic experience for me because being a woman of color, being talked down to and treated like that from another woman of color was painful, especially since I was looking forward to her leadership. (survey/BIPOC)
- Suk Rhee, often would make poorly-informed important decisions by herself and impose them on the staff and the community. (survey/anonymous)
- The Bureau Director does not support openness and communication. In my personal experience I was not supported and growth was not encouraged. Yet I continuously gained more work and responsibilities without being acknowledged or compensated appropriately. (survey/anonymous)
- Suk bought in her domineering and controlling leadership style and began attacking individual staff people creating an atmosphere of fear. Staff used to be supported in helping to develop their programs and services with the community. Suk made decisions largely alone with little respect for or input from the staff or the community. (survey/anonymous)
- "I asked the director, Suk, for some of her time, and I brought my concerns to her about his (Kenya) inexperience and how his communication style and management style was affecting the team, and I gave her some examples of other team members really starting to kind of become emotionally stressed out and afraid. And she had a very understanding way

	<p>about her but ultimately said, "Well, Kenya is trying to do something, and not everybody is going to receive it well," and then I never heard anything from her again, and nothing changed" <b>BIPOC</b></p> <ul style="list-style-type: none"> <li>- "when I talked to Suk about Kenya before she kept telling me, "Every manager has a right to their personal management style." And she basically told me to get to know his sense of humor and personality and deal with it. So it's like she didn't give me any kind of understanding that--she didn't give me any confidence that--she wanted me to view it from his perspective." <b>BIPOC</b></li> </ul>
<b>Other perspectives (3)</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>• Some employees are supportive of Suk's leadership style and direction</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "We (the leadership team) can talk honestly with problems we are facing. I can do that with my director SR. my colleagues [removed/confidential], or our leadership team we meet every Monday. It keeps me invested in the work. That leadership is awesome." <b>BIPOC</b></li> <li>- (Speaking of HR making effort she finds hopeful) "I am excited about certain things - around performance measurement like annual reviews, but some of these questions are (xxx) and we never get an answer. "Success factors" - based off of quarterly check in people set goals, with their managers, they check in on it, measure a certain set of values such as anti-racism, transparency, matrix scoring system." <b>BIPOC</b></li> <li>- "I would say that the leadership team is very strong, very cohesive, people like each other, people support each other, and we have an incredible director" <b>BIPOC</b></li> <li>- "(Rhee) has this real interesting and unique combination of being deeply profoundly compassionate and also expecting people to be accountable or answerable. Not to her necessarily, but to the work, to the mission, to the public. I think it's a really powerful combination. And I personally find it really inspiring" <b>BIPOC</b></li> <li>- "I think our bureau director is really awesome, and she's got a lot of energy and good ideas, so I would hope that wouldn't change"</li> </ul>

**Meg Juarez**

Meg was interviewed twice and shared her personal experience and perspective with ASCETA. Due to the confidentiality of our interviews, her perspective cannot be reflected in this report. In addition to the findings below, we recommend speaking to Meg directly to hear about her experience.

Employees Quoted Below: **9 people** (approximate due to potential of anonymous survey reports including other perspectives)

CRITERIA	BASIS FOR RECOMMENDATION
<b>Hostile Working Environment</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Retaliating against employees</li> <li>● Discouraging questions and participation</li> <li>● Dismissive toward employees</li> <li>● Defensive and difficult to talk with</li> <li>● Incompetence</li> <li>● Screaming at employees</li> <li>● Chased employee into bathroom in an argument</li> <li>● Outstanding employee grievances</li> <li>● Reason for high turnover (9 employees left due to Meg *need fact check*)</li> <li>● Treats employees like children</li> <li>● Creates unsafe and hostile culture</li> <li>● Barrier to healthy environment</li> <li>● Condescending</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “We cannot heal or rebuild trust with Meg as our manager. She treats employees horribly, takes out her anger on us, coaching is not enough.” <b>BIPOC</b></li> <li>- “We need a lot of help emotionally. We have needed to go to counseling, losing sleep, depression” <b>BIPOC</b></li> <li>- “the idea that all people of color are anti police is not true. That was my point, I was trying to bring that to the surface. But having a reasonable, respectful conversation around that and was shut down. And I was told that I need to really get with the program and do more research and read more news articles and things like that. And so I stopped asking questions, I just don't ask questions anymore.”</li> <li>- “It's almost like working for someone who is trying to evangelize us to an ideology that doesn't sit well with some of us and our own experience and my experience has been, all of my colleagues are respectful, and listen, but just shut down. We don't share a different perspective.”</li> <li>- Union involvement - Meg has 8-9 outstanding grievances from 7 people in work group, hr makes it go away, hr is clear that they support leadership, not employees (<i>ASCETA notes, employee declined to be quoted</i>)</li> </ul>

- “When i am being talked down to, being treated like a child, when my ideas are dismissed, it lowers my self esteem and then i shut down, i disengage, i become flustered and frustrated that i am not being respected as the professional that i am and that leaves me unwilling to participate.”
- “Our work is not valued and is dismissed - things that have changed about our work in the last 2 years. When we bring things to supervisor that we are concerned about, it’s met with “you should know the answer”
- “I filed a 2.2 grievance against Meg, talked to HR, talked to the union, went on record with BHR, talked to the ombudsman and nothing has been resolved. I feel like no one is hearing what I have to say. Now with the new commissioner, their staff wants us to do the assessment to better understand how to move forward. I felt hopeless. I felt like no one cared.” **BIPOC**
- “I am very proud to work for the CoP but it has been very disheartening to see how my colleagues have been treated by her. Meg is defensive and it’s very difficult to talk with her. We have asked for a mediator and Meg has said absolutely not, that it will never happen.”
- “Meg has micromanaged my colleagues, yet I go relatively unnoticed (as a white woman). My african american colleague is micromanaged and constantly checked on by Meg. Meg will create uncomfortable scenarios, such as calling people she is meeting with to double check she met with them. We are treated like children and our lived experience and professional experience is belittled.”
- “Meg has told me in one on one check-ins - your coworkers are toxic and you need to fix it. She is not supportive or kind. It feels like her vs us. “Suk said if you can't get on board, find another job” (says Meg). I can't be open and honest when my manager is very defensive. “
- “We are not a toxic group. We are passionate about what we do and we care about all Portlanders but we have a supervisor holding us down.”
- “I don’t see how there can be any healing with Meg as our leader. My sincere hope is to get a new supervisor who is skilled in change management. “
- “Having someone listen and validate your feelings is very healing. We need someone to listen and help us heal. We all want to move on. We all just want to do our work. We were hoping things will get better but we don’t believe things will be different”
- “Meg creates a culture of no questions, no participation, and a general unsafe feeling”
- “I don't think Meg should be in the position that she's in anymore. I don't think it's resolvable in keeping her in that position. I think there's been a lot of damage done and her continuing denial of any of it. And lack of trust in any of us. It's completely--to use the word that we started with, toxified everything. And it doesn't feel repairable. I think we have a really amazing team of people that are professionals, and they know what they're doing. And they've been doing this work and are willing to adapt to change. I don't want to have the message come across that we don't want to change anything

	<p>about our program. And they just bring in all these changes and we don't want to do it. That's not what it's about. But she really is just a barrier to making the environment healthy again. I don't think it's repairable at this point”</p> <ul style="list-style-type: none"> <li>- “When I started this job, it was like a dream come true job for me. I have a background in [removed/confidential] and working with people that are living in [removed/confidential] and doing volunteer work that was related to community safety education, and I was thrilled to get this job and thrilled to get a job with the government. And I'm really disappointed that things are where they are now. And there's been many times in the last [removed/confidential] years when I've been ready to completely give up and just go find something else to do because the work environment is so detrimental to mental health.”</li> </ul>
<b>Abuse of Power</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Threatening employees with termination</li> <li>● Nepotism in hiring (created position and appointed friend with no hiring process)</li> <li>● Lateral oppression (intimidates, disrespects, and targets women of color under her)</li> <li>● Rejects time off requests from women of color (one employee reports 5 rejections, some for religious and/or cultural reasons)</li> <li>● Same-race favoritism</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “Meg is allowed to act like this bc she has protection from people above her, she has immunity” <b>BIPOC</b></li> <li>- “She treats white men very poorly, has a bias against white men - feels they cannot work with different communities.” <b>BIPOC</b></li> <li>- “Meg and I were friends when she was a coordinator, but once she became a manager she changed. She felt pressure from Suk to make changes. Meg and Suk are both women of color and I feel since Meg has taken over, I feel lateral oppression. POC oppress POC. I feel like I have been targeted because I am a woman of color. Meg and I had a falling out - she called me into her office and was questioning my involvement with a project with communities of color. She started escalating and raising her voice. I walked out of the office and she started yelling at me. I felt intimidated, disrespected, and targeted. I filed a grievance with the union. Nothing happened.” <b>BIPOC</b></li> <li>- “POC are scrutinized by Meg. Time off requests are questioned. Yet I as a white woman can request time off and it's immediately approved.”</li> <li>- “I don't see how Meg continuing as a supervisor will help us. We all collectively filed a complaint against Meg bc she could not be compassionate with a colleague who was talking about being treated differently bc of her race. Meg continued to tell her she should be able to do her job regardless of her race instead of being supportive and compassionate”</li> </ul>

	<ul style="list-style-type: none"> <li>- “I feel like I'm a white woman and I feel like I am treated very well (by Meg) in comparison to my colleagues that are people of color and who are men and I would say it feels, to me, that my colleagues who are people of color or who are men have their work scrutinized much more than I do. They have their request for time off scrutinized much more than I do. They just seem to be much more under the microscope and much more likely to be questioned and disciplined about things than I do”</li> </ul>
<p><b>Leadership and Management Style</b></p>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Punitive management</li> <li>● Authoritarian style</li> <li>● Lack of trust as manager</li> <li>● Micromanages women of color</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “If my coworkers feel that we are the only ones putting ourselves in a vulnerable position by coming forward, by complaining, saying things publicly that management might not like, they're not going to say anything. They're going to stay quiet and just leave things the way they are, find other work, and the culture at the bureau is not going to change. I feel that managers, Meg included, probably feel the same way. So there needs to be some way of creating that trust and having us be able to talk honestly with one another without feeling that it's going to be used as a form of retaliation later on” <b>BIPOC</b></li> <li>- “Another way of managing is to come up with ideas that aren't potentially well researched and operate a management structure that is, "Do as I say." That has been my experience from day one, which was the programs and the new direction, you need to get with the new direction. And after about a year in the role, I found myself in a situation where I was basically being told if I don't get with the new program, I might not be able to stay on the team, so therefore, I had to make a huge adaptation into recognizing the management style, the management structure, and just obey and just follow orders and do what I'm told”</li> <li>- “My ideas, my professions and my experience isn't wanted. What is wanted is my skill set to just deliver the agenda of the management. And the agenda of the management is defined by subjective ideas that aren't given research or allowed to be--travel through the crucible of debate in conversation.”</li> <li>- “I've learned how to adapt to her management style. I don't want conflict in the workplace. I just don't share what I really think about stuff. I just say, "Okay. Yep. Thank you. I've read it. Yep right?" I just don't. I don't bring who I am to shape our work. I just do what I'm told.”</li> <li>- “Meg micromanages the way I work with BIPOC communities, even though I have been doing this for <i>[removed/confidential]</i> years. She questions and scrutinizes me about my work. I have a masters degree in <i>[removed/confidential]</i>. I don't understand why I am constantly questioned. This work is very close to my heart. I work with families who are impacted by gun violence and gang violence where young men are being shot and killed. I think Meg's</li> </ul>

	<p>biggest fear is that if there is any law enforcement involved, it will get back to Suk and Chloe and she will be reprimanded”  <b>BIPOC</b></p> <ul style="list-style-type: none"> <li>- “One of the biggest errors was change management, we hold historical knowledge of neighborhoods, communities we serve, we support community members, we are professional speakers and trainers, we are writers, we are an impressive and vibrant group of diverse employees who bring so much to this program. I have watched this group fade into complacency and turn into a “yes, mam” group.”</li> </ul>
<b>Other Program-related content</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>• Some of the tension between team and supervisor is due to disagreement with program direction and goals</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “The most we can do for our city is to help them with resources, immigrants and refugees need the police. We are teaching the community about implicit bias but we have been told to have a bias against the police. We need to instead align our services with the police. We need to educate communities about when to call the police, a lot of misconceptions for immigrants and refugees and leave choice to them.” <b>BIPOC</b></li> <li>- “Meg wanted to impress Suk, make a huge change to the program to be anti-police. But we are not hearing that from the community.” <b>BIPOC</b></li> <li>- “There's also a lot of mistrust between the coordinators and Meg. And a lot of people, especially those of us that are doing the work, are told by other people that most of the management is friends with a director. And the reason they have a job that they have is because they were friends with the director. And so, there is this suspicion from those of us actually on the ground doing the work that people telling us what to do are simply there because of nepotism. ” <b>BIPOC</b></li> <li>- Meg chased someone into the bathroom, screamed at someone, no accountability for leadership, Talked to Suk, Meg, HR, union to try to get support. Suk hates our program, she is abusive to managers, Meg is a holy terror and is incompetent, Suk has not replaced her, Meg knows she is bad at her job, this is not a leadership style, Meg realizes she can't do this job. We are left high and dry and our concerns just go away, waste of public resources, we are not helping the community because we are constantly dealing with Meg's incompetence. Everything is Meg's fault, Mingus was fired by Meg, Meg created a mess for herself, Meg asked Mingus to fire an employee for negative body language, Meg has no management experience, Suk directly manages Meg and Suk never holds Meg accountable. <i>(ASCETA interview notes, employee declined to be quoted)</i></li> <li>- “This job is so heartbreaking... BIPOC outreach, everything I do, it's just not good enough. You can't put comsaf in a perfect bubble. There are things going on and it's hard for me to respond to the community and keep the police out of it when you have violence happening - gang violence, rape, shootings. I want to go along with the new plan but it's hard to</li> </ul>

do that without some involvement of the police. How are we going to resolve murders and shootings if we are not working with the families and with the police.” **BIPOC**

- “We can still accomplish racial justice, equity, morals, values, communication working alongside the police and working with designated officers who are supportive of community building and tasked with building community relationships. If we want police reform, we can’t alienate the police. If they don’t have COMSAF, they have no one to partner with. We need to be the agency that helps with calls. We need to work with designated community safety officers. The relationship with community safety and the neighborhood response team officers needs to be a partnership.” **BIPOC**
- “ A structure that includes the opportunity to be able to speak freely and safely to our supervisor about behavior or things that they've said to us that have felt hurtful or dismissive, that would be a place to start. And then the opportunity to safely talk to their supervisor as well. We also haven't had much support from the bureau of human resources in our business partners that are the people--that are kind of our go-tos in human resources for the bureau. We've complained to human resources and there's been no recourse related to that and that's disappointing. And that's something that should change as well if there's going to be a system of accountability. We feel pretty privileged to have the union available to make grievances through if something is not working. But even the union has just run into brick walls asfar as being able to work with leadership and work out any problems that exist.”
- “Not all *[BIPOC]* people hate the police. We want police and we want protection and law and order, we just don’t want to be shot and killed. It is a misconception *[BIPOC]* people are anti-police. Not all police officers are white racist men. We have to be realistic and work alongside the police to better support our city. When there is a situation involving gunshots, no one is going to respond other than the police because they are trained in how to respond to gun violence. If police are not called, there is no resolution or other agency to respond.” **BIPOC**
- “Our group came up with community safety. We decided on that as a group and it was a really good experience for me. I have a criminal justice background and I have enjoyed working with the police because we could help community members who weren’t comfortable with the police but were comfortable with us. We had relationships with officers and we could make arrangements to meet the needs of the community in ways they were comfortable with. This aspect is not appreciated by Meg. She wanted us to break up with the police and move in another direction. The direction we are moving in is supported by the team but we want to maintain our relationship with the police because they are another city bureau.”
- “One of the definitions of leadership is to define reality, do the work of really understanding all perspectives that [inaudible] what's really going on. That's not what I feel our bureau does. We subscribe to a particular version of reality that doesn't necessarily hear all the perspectives”
- “We want a positive relationship with the police. We are concerned our program is becoming anti-police and that does not feel helpful. We can foster a different relationship and change how we work with the police but to be anti-police doesn’t sit well with the team. The way we talk about the police bureau has changed. We are not supposed to use the word “report.” We all integrate implicit bias into our work. We want to serve all Portlanders, we want to serve BIPOC communities.”

	<ul style="list-style-type: none"> <li>- “Several of us on our team are immigrants to this country or are married to immigrants of this country or are people of color and we understand the experience of people that may not like the police, that may be fearful of using the police services and we get that part of it. But to completely cut-off, again, we're all part of one city government and it feels like--it just doesn't make sense to be cutting off different partners within our own city government as well”</li> <li>- “None of us are police officers or employed by the police bureau. But there was this sentiment that we had caused harm to the community by providing neighborhood watch trainings and that was even written in certain documents about why we made changes to other programming and again, all of us that are on the ground doing the work really didn't understand about that harm because there wasn't data really whether anecdotal or straight-up numbers data to back that up and we consistently asked for it. We said, "Can we talk to the people that we've done harm to? Can we apologize? Can we make it right or can we find out what they would prefer to do instead for programming?" And it was just met with, "Well, we've done harm. You should know that. We don't need to ask them to tell us their stories."</li> <li>- “They (leadership) had nothing to kind of back up their claim. We said, again, "Can we meet with these folks? Can we talk to these folks? Can we learn more about their experience and, if necessary, apologize for anything that we've done?" And they said, "No. No. No. We should just accept it for what it is." And so it really made us believe like, "Is this real, or are they making this up?" That's honestly how many of us felt because there was nothing to back it up. And all of the experience that all of us had had with forming neighborhood watch groups and, particularly with a former employee that was kind of the head of that program, he said, "I've never heard any complaints from anybody about this program, and I was very open." And I would agree that he was very open to hearing the other side of it if there were people that did not agree with the program or who were harmed by the program, but that never happened. That never came through”</li> <li>- “Just being able to talk to somebody about what has happened and how it's affected us so profoundly. Talking to you, talking to my colleagues about it has been the only thing that's kept me going. Because they will listen to me. And you will listen to me. And Meg won't. And if we had a different supervisor, I would need them to come in with open ears and be willing to hear the hard stuff. And none of us are unprofessional in the way that we're going to talk about a previous supervisor. But we also need the truth to be heard, and need to know why things--need whoever the next person is to know why things didn't work and how we can be better supported”</li> <li>- Community Safety group—a lot of resistance to change, the way it’s communicated has been pretty destructive. There are several women of color working in COMSAF and were there when it was the crime prevention division. Leadership hired Brink Communication to make an elevator pitch to communicate a new way of doing things. They asked an African American woman to say in her prior role she had done tremendous harm through crime prevention, and the new approach is not harmful to the community. It rang hollow for those committed to crime prevention and were people of color  <i>(ASCETA notes/employee declined to be quoted)</i></li> </ul>
<p><b>Other perspectives (pro-supervisor group):</b></p>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Some of the tension between team members is due to disagreement with program direction and goals, dividing the team into a pro-supervisor and an anti-supervisor group</li> </ul>

Quotes from Interviews and Surveys:

- “We specifically had a directive to reach out to Black, Indigenous, People of Color groups in Portland, especially after--during and after the Black Lives Matter protests and movement, and the social--racial reckoning. "Oh, I don't know. I couldn't. I didn't talk to people." And they just wouldn't reach out. It's like they're now, all of a sudden, instead of outward-thinking people and engaging people, they're now shy little snowflakes.” **BIPOC**
- “My gut feeling is that these people (anti-meg group) are stagnant and entitled, and they've been doing this for so long that that's what all they want to do. They want to continue to be operating in the same way they have been in the past that worked. But now that the world is evolving, our city's evolving, our programs must evolve to meet the needs of Portlanders. They don't want to. "No,we still want to train crime prevention." "Well, we want to get away from that place and that scary and prevention and surveilling and more a model of care and respect. And safety means a lot more than just crime." And they just can't get that in their brain. They seriously cannot get that in their brain. There's many times this is been explained” **BIPOC**
- “But these people (anti-meg group) have to do what she asks them to do. So they are not aligned. They're lazy, because as long as you do the bare minimum,what're you going to do? The union, the representative. And so you can't just say, "Hey, you're really not doing your job. You're not fulfilling the commitment that--or stepping up to how we need you to do your job today, not like how you did it in the past." And so you can't get rid of them. So they're in a great position because they can do what they want, as slow as they want it. They don't care how the community is adversely impacted. And they get paid” **BIPOC**
- “This workgroup is hard. A lot of them are--they wanted to be cops. Some still want to be cops. So it's a bunch of people that have really strong opinions, and sense of justice, and duty, and all that. And Meg, oftentimes,none of these people will say that they disagree with being more inclusive in our training, and in our outreach, and working with more communities of color, and stuff like that. But the way that Meg tells them to do their work is what I think a lot of them don't appreciate.” **BIPOC**
- “We used to do a lot more patrols with the police and stuff like that. And so we used to be a lot more primitive. And I think my teammates probably like that. They probably like the authority, the powers that they gave them, and also, the tangible results of having fixed something, visible they can point to like, "I did that. I cleaned out that neighborhood, or that house, or whatever.” **BIPOC**
- “We don't have an equity manager so maybe having an equity manager within the city that can call people out would be more useful but yeah, I think somebody in the bureau full time. You know what? Not [immunity?] but somebody that isn't--they're not answering to Meg. They're not answering to us; that can call everybody out on their crap.” **BIPOC**
- “Meg and all my teammates will say that yes, they agree, they value that. In actions, it's a totally different story. I think in actions, my teammates would feel a lot more comfortable, like I've said, doing the work that we used to do which was more punitive, complaint-driven, which obviously favors the dominant white culture not theblack and brown people of the

	<p>city, the ones that complain the most would be white people, the ones they complain the most about are black people. The ones that receive harsher treatment from police in comparison to white are black and brown people. So I think in theory, they would say, "Yes. We agree with equity," but in practice, [but still?] they [favor?] the things they want to do. The outcome of that would be the black and brown people would be subject to more arrests than others. I don't think they view themselves that way, but that would be the actual results of their actions. <b>BIPOC</b></p> <ul style="list-style-type: none"> <li>- "I think it goes back to that third-party equity manager. Somebody that has maybe not authority to overrule Meg[inaudible], but somebody that can go to them and say, "Hey," like in my case, and that I would feel comfortable enough talking to. Somebody that I can go to and say, "Hey, my concern is that there's not enough people of color working at the Emergency Coordination Center that serves all of the civic department. And I'm afraid that if I get assigned back to my home bureau full time the needs of BIPOC communities in the city will go unanswered." And Somebody that can then go to either Meg [inaudible] and make the case for me. And that's just an example of how I Would use that person but maybe somebody else could say, "Hey. this is an issue that I'm having with Meg or whatever," and maybe they could tell that person so they wouldn't only deal with management but they could talk to us also. God, I feel like we need a therapist or something to work in our office" <b>BIPOC</b></li> <li>- "I do sense a lot of tension between management and my co-workers. I think there's a lot of clashing personalities and clashing world views and opinion on how things should be done. And for me, it makes the situation very uncomfortable. Not necessarily because I feel that my manager is being abusive towards me or anything, but I just feel like I can't really share my real opinion with either group of people. I don't want to be perceived as a butt-kisser by my teammates, but I also don't want to seem like a insurrectionist by my supervisor." <b>BIPOC</b></li> <li>- "the reason (employees) don't like staff meetings is because one of my teammates was, I guess, according to Meg, [was] being disruptive during a staff meeting. And she told his supervisor that he should be disciplined. That supervisor did not as a result because she wasn't part of the union and that was a day before his probation ended. He was fired." <b>BIPOC</b></li> </ul>
<p><b>2. One employee was supportive of Meg's leadership style</b></p>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Positive leadership qualities: honesty, patience, vision.</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "I would put her in the category of one of the better ones that I've worked for. I mean, right up there with my most favorite boss in the whole world kind of thing. I think she's focused. I think she's honest. And I think she does a really good job. I think she's smart. She has a vision. She has a big picture. She's helpful. She kind of meets people where they are. Coming into the organization, I didn't know what the heck I was doing, right? It's new. So she was very patient like, "Oh, we do it this way or that way there's some resources or take a class" to get me going and fully on board. So I value her opinion. I think she does a great job." <b>BIPOC</b></li> </ul>

<b>3. One employee acknowledges Meg's personal trauma</b>	<ul style="list-style-type: none"> <li>- Meg's trauma has changed her, she is very lethargic, had this traumatic event, coming out in her work, needs to get help, she took several months off, she never said hi to us, isolated herself, worked from home a lot, seemed exhausted, poor memory, confronted (<i>a BIPOC employee</i>) in a hostile way, dissociated and unaware, one day she is happy, then next day she is screaming. (<i>ASCETA notes - employee declined to be quoted</i>) <b>BIPOC</b></li> </ul>
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**Dianne Riley**

Dianne was interviewed and shared her personal experience and perspective with ASCETA. Due to the confidentiality of our interviews, her perspective cannot be reflected in this report. In addition to the findings below, we recommend speaking to Dianne directly to hear about her experience.

Employee Perspectives Quoted Below: **4 people** (approximate due to potential of anonymous survey reports including other perspectives)

CRITERIA	BASIS FOR RECOMMENDATION
<b>Hostile Working Environment</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>• Referred to as “Suk’s henchwoman”</li> <li>• Controlling personality</li> <li>• Employees feel unsafe and harassed</li> <li>• Creates culture of fear and “chilling environment”</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “Diane was referred to as Suk's henchwoman. That Diane had extreme loyalty to Suk in a really weird way. And then anybody who questioned anything that Suk did, Diane would sort of blow up and get very angry. So we all--I think throughout the agency, many staff really learned there was a lot of fear. And many staff learned to just shut up and don't stick your head up, and--because if you're seen as a problem, they're going to go after you.”</li> <li>- “what the ombudsman wanted was an actual investigation of the abusive management practices. So definitely, Diane would be one of the people because she was horrible. She did horrible things. And then has continued just sort of in that pattern. And so I think they really need to do a house cleaning and find out who were those individual managers who behaved so badly and treated people so badly. And they need to be removed from the agency because the culture's not going to change if you have Suk and the same bad managers there, it's like you're not going to be able to do much to change their culture. Because they're the problem. They're the source of why the agency's not able to function well”</li> </ul>

	<ul style="list-style-type: none"> <li>- “I made a complaint, an official complaint that I felt very unsafe. I felt harassed by her (Dianne). In a meeting Suk looked at me and she laughed and she said “Did you really expect us to take that seriously?” And again, I was shocked and said “yes, I did. It’s an official complaint.” <b>BIPOC</b></li> </ul>
<p><b>Abuse of Power</b></p>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Same ethnicity favoritism</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “Black staff have favoritism, never get in trouble. Meg and Dianne want to hire and promote people of the same ethnicity” <b>BIPOC</b></li> </ul>
<p><b>Leadership and Management Style</b></p>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Unprofessional and extreme language (repeated use of “motherfucker” when referring to employees)</li> <li>● Anger management issues</li> <li>● Punitive approach</li> <li>● Discourages questions</li> <li>● Authoritarian style</li> <li>● “Maniacal approach”</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “(Suk and Dianne in meetings) "That white motherfucker. He's not going to do this or that, or." There was some pretty extreme language that they used. But then they sort of turned that same language it seemed on anybody. They used that same language against [removed/confidential]. And he's originally from [removed/confidential] and has an incredibly diverse background as a [religious group] and everything that's he's done. And they call him the same thing. "That motherfucker, [removed/confidential]" And would say just awful stuff.”</li> <li>- “My supervisor at the time was Diane Riley, and she got extremely angry at me in staff meetings, and other staff tried to defend me in the meetings, and then I very quickly learned [removed/confidential] to not speak in the meetings, and the staff meetings and if I had an issue to bring up I would have one of my colleagues bring it up instead because clearly I had been targeted very early on [inaudible] someone I was told I was cynical and not on board and if I didn't get on board, I would be forced out”</li> <li>- “you just started to see more and more--this weird maniacal controlling effort, not listening to staff and looking at the questions that were being brought up. And any good manager would try to actually explain if the staff doesn't understand it. Diane would just yell at us and say, "Just read the three goals, Suk's three goals, again. She's brilliant. I would do anything for her." It was like a weird cult of personality that was developing. So it was a very chilling environment.”</li> <li>- (in a meeting with Dianne) “all the evaluation just comes from you, which is fine. You're our manager, our supervisor. But when we had a team, we were able to support each other and provide some perspective to each other about our work." And then</li> </ul>

	<p>she looked at me and she yelled at me and she said, "You just have to get the fuck over that." And I was really shocked"  <b>BIPOC</b></p>
<b>Other perspectives (2)</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>• Hiring committee did not recommend</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "Hiring committee did not recommend Diane Riley to be hired, Suk bullied hiring committee to hire her"</li> <li>- "A lot of mistrust with BHR, Dianne did not have to go through city hiring process, so much turnover in BHR" <b>BIPOC</b></li> </ul>

<h2>Paul Van Orden</h2> <p>Paul declined our invitation for an interview; this individual experience and perspective is not reflected below. In addition to the findings below, we recommend speaking to Paul directly to hear about his experience.</p> <p>Employees Quoted Below: <b>5 people</b> (approximate due to potential of anonymous survey reports including other perspectives)</p>	
CRITERIA	BASIS FOR RECOMMENDATION
<b>Hostile Working Environment</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>• Staff turnover</li> <li>• Manipulation</li> <li>• Backstabbing</li> <li>• Lying</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "I couldn't get out of the noise control program fast enough because of the noise control officer"</li> <li>- "he (Paul) would try to pit us against each other within the same work center."</li> <li>- "I would have rather been back on the ground in Iraq getting shot at by terrorists than dealing with Paul and his bullshit. Because I knew how to deal with terrorists. That's simple. Dealing with Paul was not. There's a simple solution for</li> </ul>

terrorists. There's not so much of a simple solution for Paul" (ASCETA received employee's consent to use information containing identifying information in confidential documents)

- "He turns people against you. He makes up things and puts them out there. He's very manipulative"
- "Stop the Noise Control Officer from his backstabbing, constant attempts to dig up garbage on anyone who disagrees with him. **(anonymous/survey)**
- "Keep the Noise Control Officer from trying to record his co-workers on his phone without their knowledge, hold him accountable for his piss poor performance and the crap he is always trying to do to the other people around him who don't agree with his bullshit, not have him working under an elected official who is also his friend - talk to the jerk and you'll see it all. Dude is poison. Runs to the auditor and ombudsman constantly if he feels even the tiniest bit slighted or corrected. He has created a hostile environment. As soon as I could find another position I felt was a good fit, jumped on it. That was almost X years of misery with that lazy clown. " **(anonymous/survey)**
- "I think a lot of the issues this bureau supposedly has is the Noise Control Officer - Paul Van Orden. He buddies up to people, with intent to find allies or enemies for his perceived grievances. Those grievances often have to do with someone trying to get him to do his damn job. He then goes on the offensive to attack supervisors, co-workers, members of the public, and anyone who he feels threatened by. He openly mocks complaints that come in as being from "crazies" if he doesn't want to deal with them. Has done everything he could to block a person from serving on the citizen volunteer Noise Review Board because the member often tried to hold his feet to the fire on issues the member and their neighborhood were being impacted by. Flat out lied to me about a case I was working on, to the point where now, even though I am no longer in that role, I was asked by management if I would be ok with being "Deputized" due him having been caught in his bullshit. So I had to assume his duties for that case, because of the unethical behavior he absolutely engaged in and lied to me about it.... our creed is we "Do not Lie, Cheat, or Steal, or Tolerate those who do." Van Orden does all three, and often directed at the very people who are supposed to be his colleagues and peers. He does the same to supervisors, to the point where the most recent supervisor he had, resigned and went to work elsewhere in the city." (ASCETA received employee's consent to use information containing identifying information in confidential documents)
- "I'm dealing with a pretty toxic worker (PVO)...It's the only reason I'm looking at lateral transfers to other places, quite honestly. I love the bureau, but it's very stressful working with somebody that wants to do me harm"
- "The Noise Control Officer has a history of targeting staff and they usually leave. One of the most toxic people in Civic Life." **(anonymous/survey)**
- "Paul Van Orden - constant undermining, poor performance. Traumatic to think and talk about it. Something mental going on, psychopathic behavior. Feel sorry for the person but he has mental problems. People who left Noise to work in other bureaus bc of PVO. He is a good liar, he has been in the city a long time, connections everywhere, people don't know his performance is bad and that he's messing with other staff. I filed all types of complaints and I have no idea where they landed. Part of the white supremacy entrenchment has protected him. The noise code is written in a certain way that

	<p>makes his position necessary and it's untrue. He does corrupt things like get people you know to be on the noise review board, built in job protection, he is the only person in the PT17 union. All his buddies in the union. Abuse of power. Manipulate the system. “ <b>BIPOC</b></p>
<b>Abuse of Power</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Using city and media connections inappropriately to avoid job responsibilities and direction of supervisor</li> <li>● Withholding knowledge/training from other employees</li> <li>● White supremacist and sexist behavior</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “The other issue is that every time anybody from management, whether I agreed with their management style or their level of ability or not, tried to do anything to correct the noise officer, Paul, he would run out and dig up his little band of allies for his little fiefdom that he had carved out over his 20-plus years with the city and do everything he could to undermine their ability to try to get him to execute his duties...He would run to anybody who knew an authority to try to thwart that, and that doesn't just mean within the city. He would run to allies he had with the media”</li> <li>- “The main issues that I had besides just the nature of the work being unpleasant and kind of a grind is the fact that there was near zero training for me from the noise control officer. Near zero.”</li> <li>- “Coming from the private sector he wouldn't have been allowed anywhere else that I would have worked, but it's not just our bureau. I mean, there's all those bureaus before that just passed Paul along like the bad Parish priest and I don't know if it's because it's too much trouble. I don't know if it's because he has a lot of connections around the city having worked here for a number of years. I'm not sure why and I know that now he's joined a union so I'm sure that makes it even more difficult to do anything. But yeah, I mean, I don't know it seems like that's kind of a pattern in the city to have these people that have worked there a while that are like, why are they still here?”</li> <li>- “The Noise Control Officer is corrupt, toxic, and entrenched is white supremacist and sexist behaviors.”</li> <li>- “He is an operator who likes to feel connected and powerful and spends a lot of time on the clock not doing.”</li> </ul>
<b>Leadership and Management Style</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● N/A</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- N/A</li> </ul>
<b>Other perspectives (2)</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● BIPOC supervisor turnover</li> </ul>

	<p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- “supervisor actually left the bureau recently “to get out of harm’s way,” referring to one of his team members’ (PVO) harassment tactics” <b>BIPOC</b></li> <li>- “Paul is an individual who I think could benefit from a really active manager that just manages the hell out of a situation. And that's what recently has been taking place with the deputy director over there who's been kind of laser-focused on going through a backlog of concerns and complaints about Paul trying to make headway on them. And it's not that this employee can't be held accountable, and there's nothing we can do about it. It's more that we're trying to make sure that any discipline or corrective action that's applied is just in [inaudible - warning?]. And we've done the due diligence to make sure it's just not applied or surreptitiously or just without any investigation”</li> </ul>
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**Jacob Brostoff**

Jacob was interviewed and shared her personal experience and perspective with ASCETA. Due to the confidentiality of our interviews, his perspective cannot be reflected in this report. In addition to the findings below, we recommend speaking to Jacob directly to hear about his experience.

Employee Perspectives Quoted Below: **4 people** (approximate due to potential of anonymous survey reports including other perspectives)

CRITERIA	BASIS FOR RECOMMENDATION
<b>Hostile Working Environment</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Negative language and behavior</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "I was literally getting a little depressed when I was his (Jacob’s) peer, because he would always just say horrible... just very negative things--he's like a cancer. He infects, and I remember that as his peer. And so I see him doing the same thing with the team" <b>BIPOC</b></li> <li>- “So the team member that is the representative for their union, for their organizing because I think that's where they can work on either complaints or improvements. You can tell that that person fundamentally is not involved in the work in a meaningful way. In fact, sometimes that feels--and why I say that's because sometimes it feels like it's almost like making things more difficult rather than moving things forward.”</li> <li>- Jacob (union steward) - against community safety, is an angry dude, breeds hate, not a pleasant person. Always ready to</li> </ul>

	fight. Has bad energy and you cannot NOT feel it. <b>BIPOC</b>
<b>Abuse of Power</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● Weaponizes grievance process</li> <li>● Unfit for Union Steward position</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "Why is there not a standard for union stewards to behave? They have this special privilege ...Like a status. A union steward like Jacob cannot be good for the city"<b>BIPOC</b></li> <li>- "there's a person (WM - Jacob) on my team who... weaponizes the union grievance process"<b>BIPOC</b></li> <li>- "Jacob's goal is to get me fired. Jacob's goal is to get rid of me just like he did the other supervisor." <b>BIPOC</b></li> <li>- "Jacob has a lot of time to do grievances. And then he filed grievances on behalf of other people. He filed a grievance on behalf of a person of color [who is a model employee]. And she was doing a little extra things because she wants to grow in her job. No, he filed a grievance on her behalf saying, 'She can't do this.' And it's really kind of keeping her down." <b>BIPOC</b></li> </ul>
<b>Leadership and Management Style</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● N/A</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- N/A</li> </ul>
<b>Other perspectives (1)</b>	<p><u>Reported Behaviors and Impacts:</u></p> <ul style="list-style-type: none"> <li>● One employee reports a balanced working relationship with Jacob</li> </ul> <p><u>Quotes from Interviews and Surveys:</u></p> <ul style="list-style-type: none"> <li>- "He's the one that I can count on to schedule meetings, to keep things on track, to say, "Hey, we have five minutes left." So he's a lot more detail-oriented than I am. So even though we're pretty different, I think we balance each other out pretty well"</li> </ul>