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Diversity Audit Team

Tempe Diversity Update: Summary Findings and Recommendations

Prepared for:

Mayor and City Council

City of Tempe

31 E. Fifth Street

Tempe, Arizona 85282

Purpose of the Update Project

- **To provide the Mayor and City Council with the means for measuring any progress or regress on diversity issues previously identified within the City of Tempe from the 2001 Diversity Baseline Audit.**

Three Key Components of the 2001 Diversity Baseline Audit

- **Structure: City's Policies and Procedures**
- **Workplace Diversity Issues**
- **Recommended Actions**

2001 Findings, Recommendations

- 1. Develop/Revise Policies, Procedures to Support City's Commitment to Creating an Effective, Diverse Workplace;**
- 2. Focus Diversity Efforts in 5 Key Areas: Inclusion, Good Old Boy Network, Bias, Promotion and Conflict;**
- 3. Develop/Implement Long-Term Diversity Goals to Support Change;**

2001 Findings, Recommendations

- 4. Use Employee Involvement to Support a Positive Foundation for Change;**
- 5. Build Accountability into the Change Process.**

Update Methodology: 5 Key Studies

- 1. Comparative Cities Study;**
- 2. Vertical Evaluation Study of Tempe Organization;**
- 3. Key Conflict Indicators Study;**
- 4. Executive Interview Study and Program Review;**
- 5. Employee Survey.**

Finding: Positive Change Occurring

- 1. Employees continue to view diversity as important and a positive foundation for change remains solid;**
- 2. Effective leadership and role models are emerging: City Manager, some department heads;**
- 3. Diversity Office established, well respected, effective;**

Finding: Positive Change Occurring

- 4. Effective policies, procedures being developed, implemented: few EEOC, Merit, Grievance complaints, complaint system overhauled, Safe Haven;**
- 5. Citywide detailed Action Plan, with outcome indicators, being implemented; comprehensive, systematic approach;**

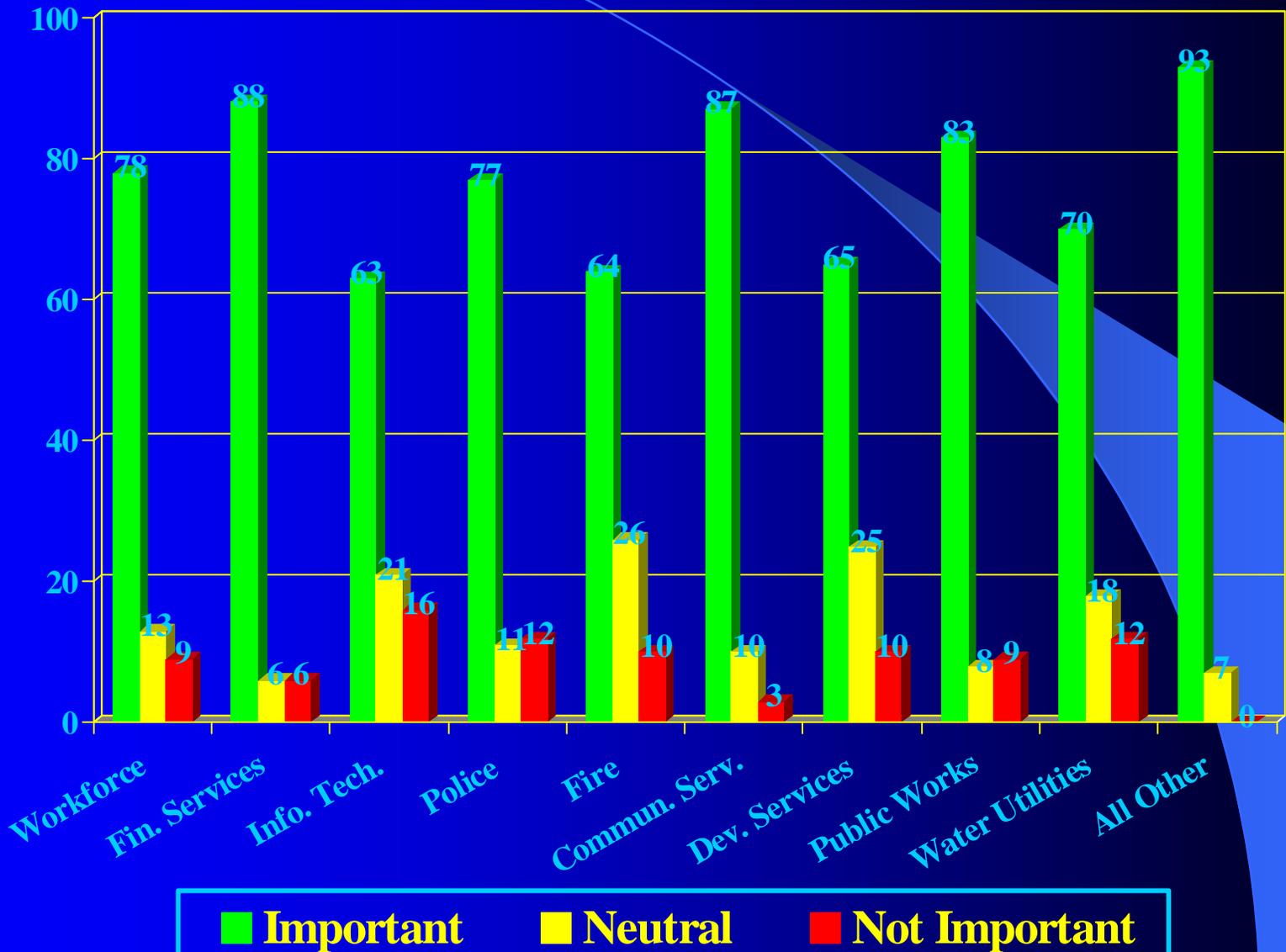
Finding: Positive Change Occurring

- 6. Excellent progress on conflict and inclusion, e.g., complaints system, frequency, dispensation of cases, SOLVE Program, 6-Sided Partnership, Employee Forums;**
- 7. Strong majorities of employees have positive views of key leadership, positives stable or rising: City Manager, City Council, Diversity Director, HR, TEC, Public Works;**

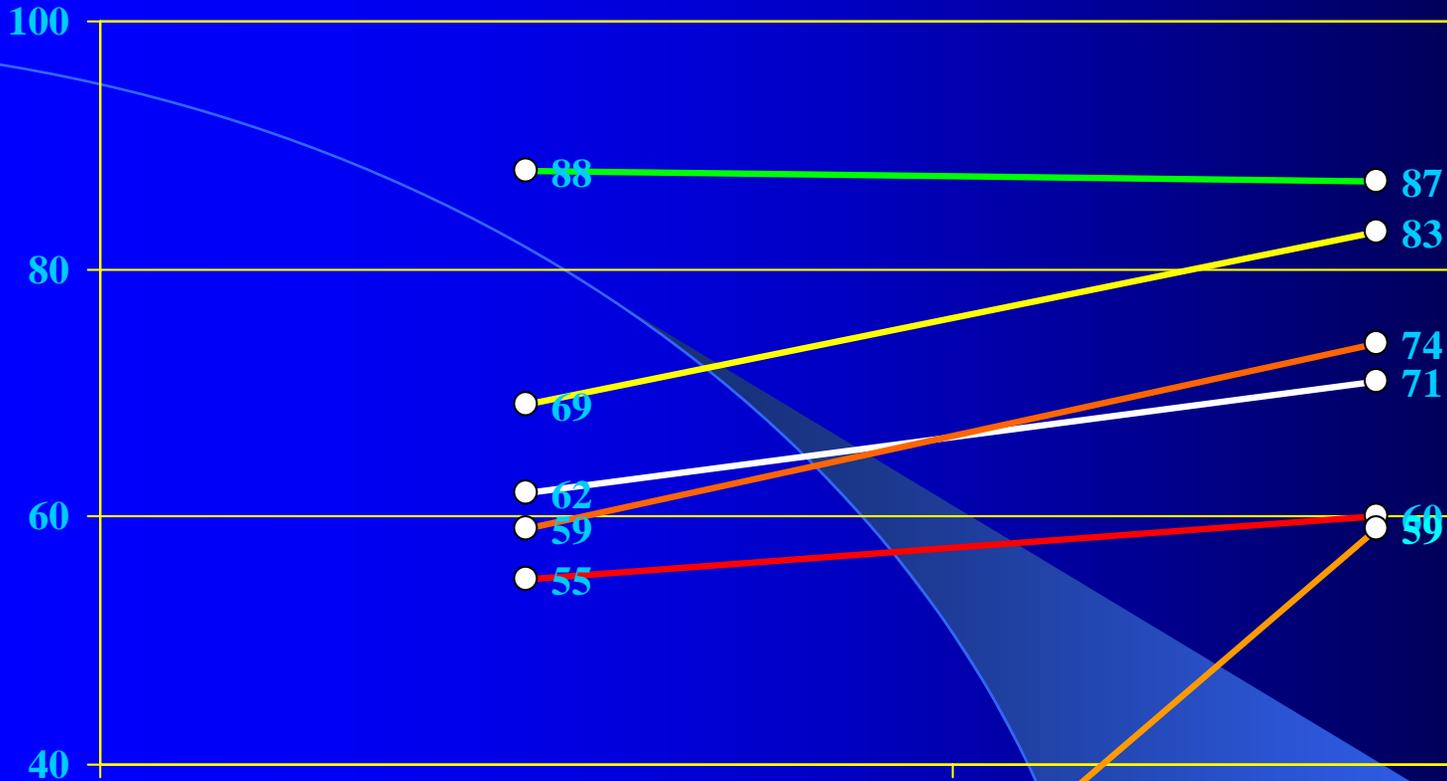
Finding: Positive Change Occurring

- 8. City more active with more comprehensive diversity efforts than other comparable cities;**
- 9. City Manager's selections in top departmental management very impressive; those departments showing most positive change of all, leaders modeling diversity themselves.**

Importance of Diversity by Department



Trend: Key Favorable Impressions



- Manley
- HR Dept.
- City Council
- PW Dept.
- TEC
- Diversity Dept.

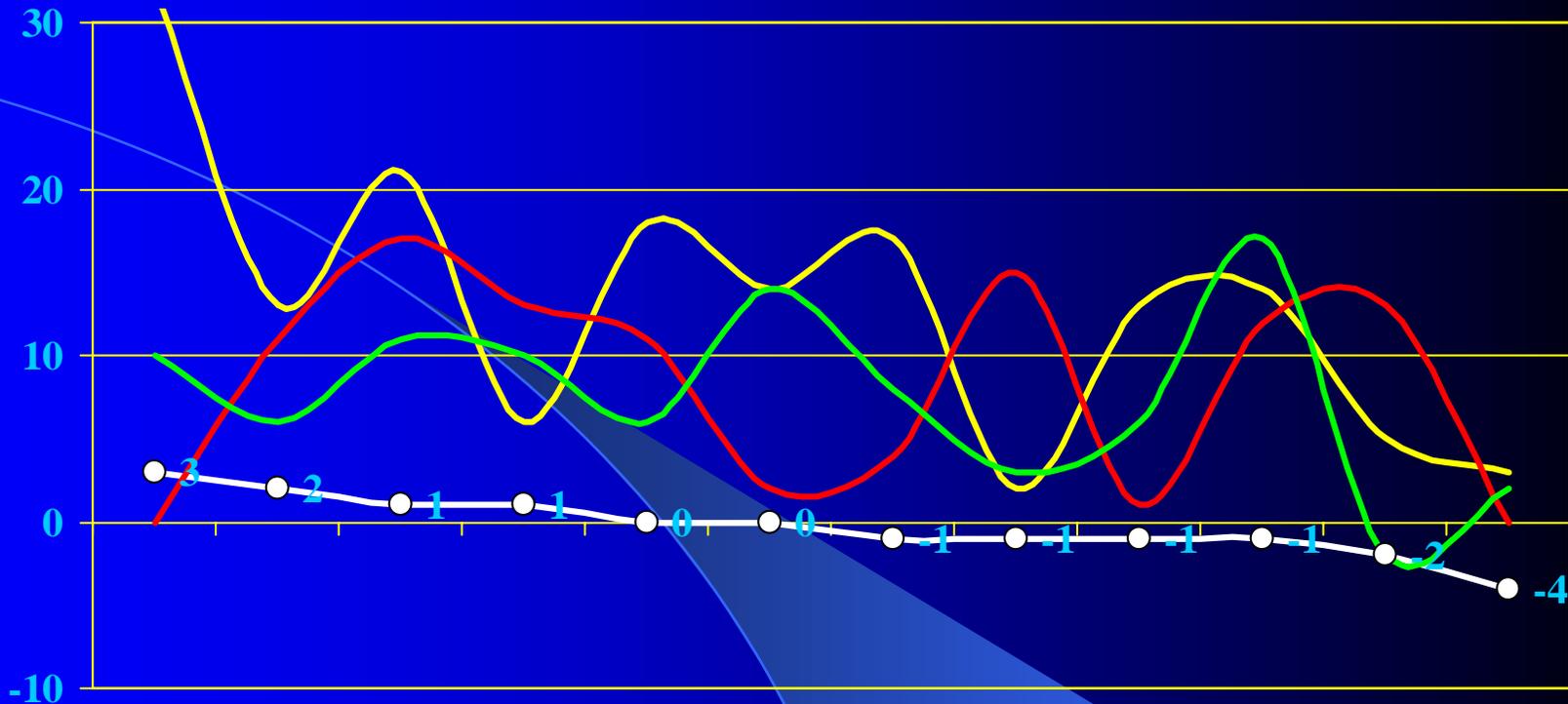
Finding: Positive Change Uneven

1. *Accountability* remains a key issue, some departments not active or fully supportive of Diversity Initiative;
2. *Departmental Action Plan* development/implementation varies, some excellent, some inadequate;

Finding: Positive Change Uneven

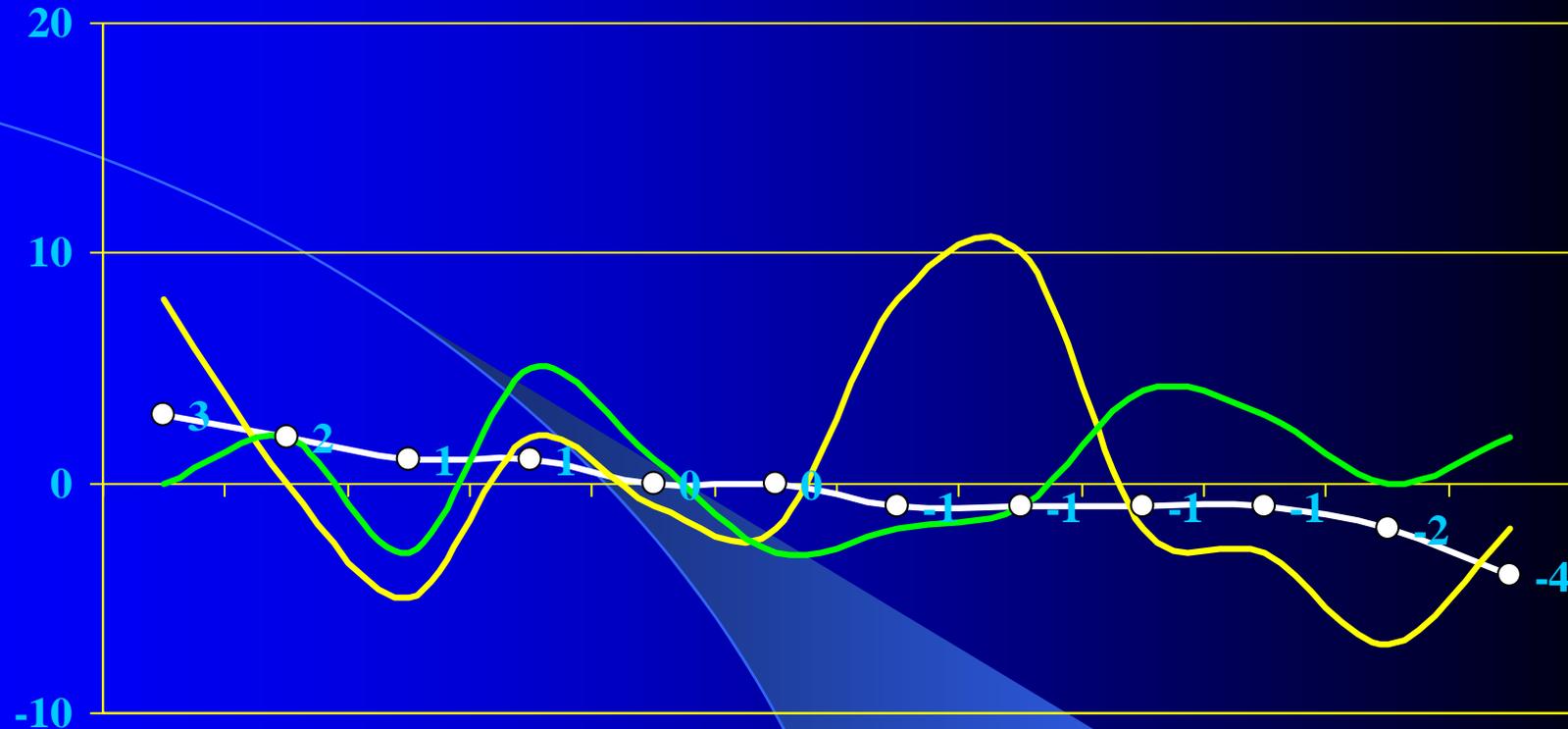
3. *Little cultural change detected: Good Old Boy system still perceived, no change on departmental diversity indicators, slight negative change on inappropriate treatment measure and only limited positive change on discrimination measures.*

Trend: 2001-2004 Diversity Performance



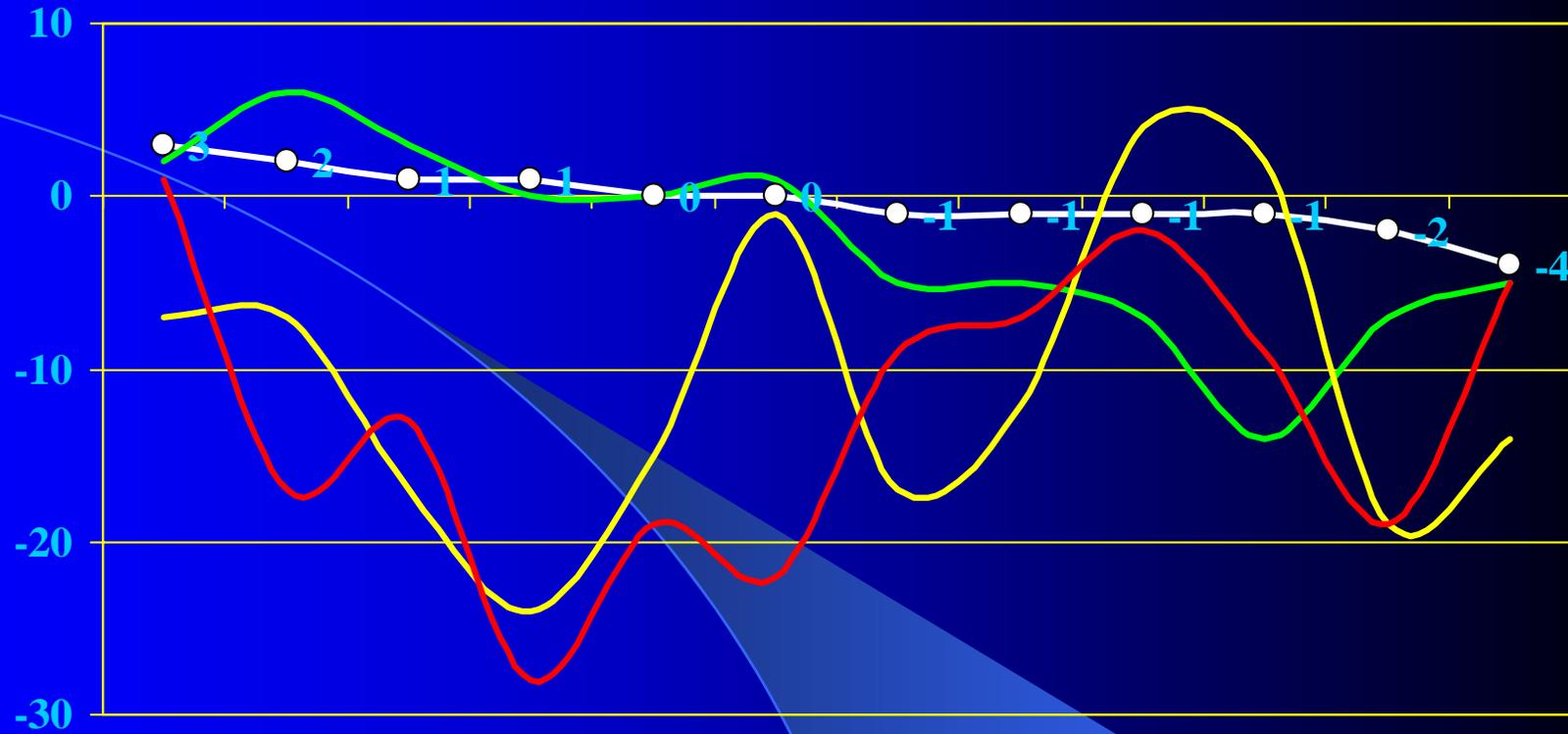
—●— **Workforce**
— **Financial Svcs.**
— **Fire**
— **Community Svcs.**

Trend: 2001-2004 Diversity Performance



●— **Workforce**
 — **Other Depts.**
 — **Public Works**

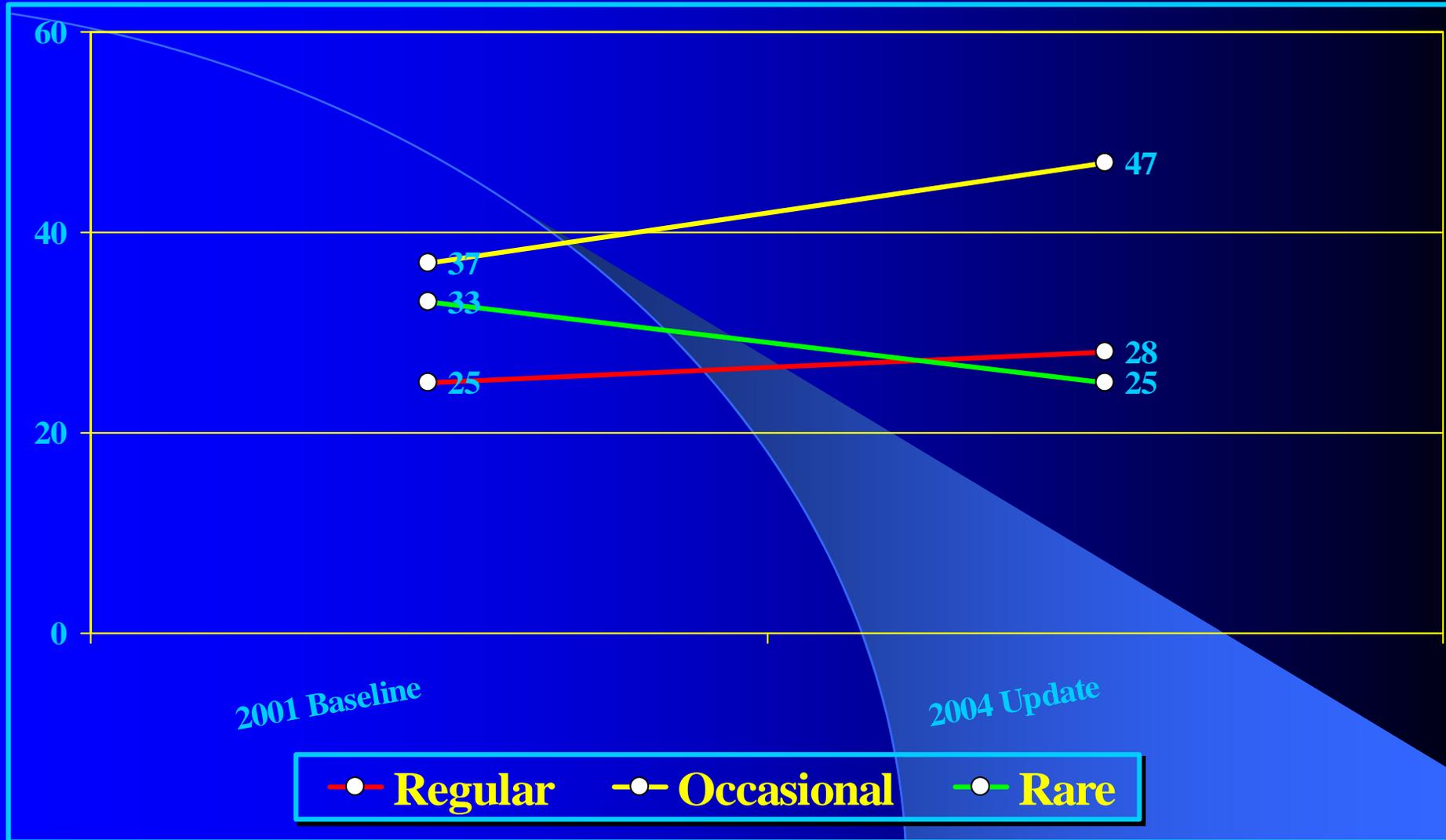
Trend: 2001-2004 Diversity Performance



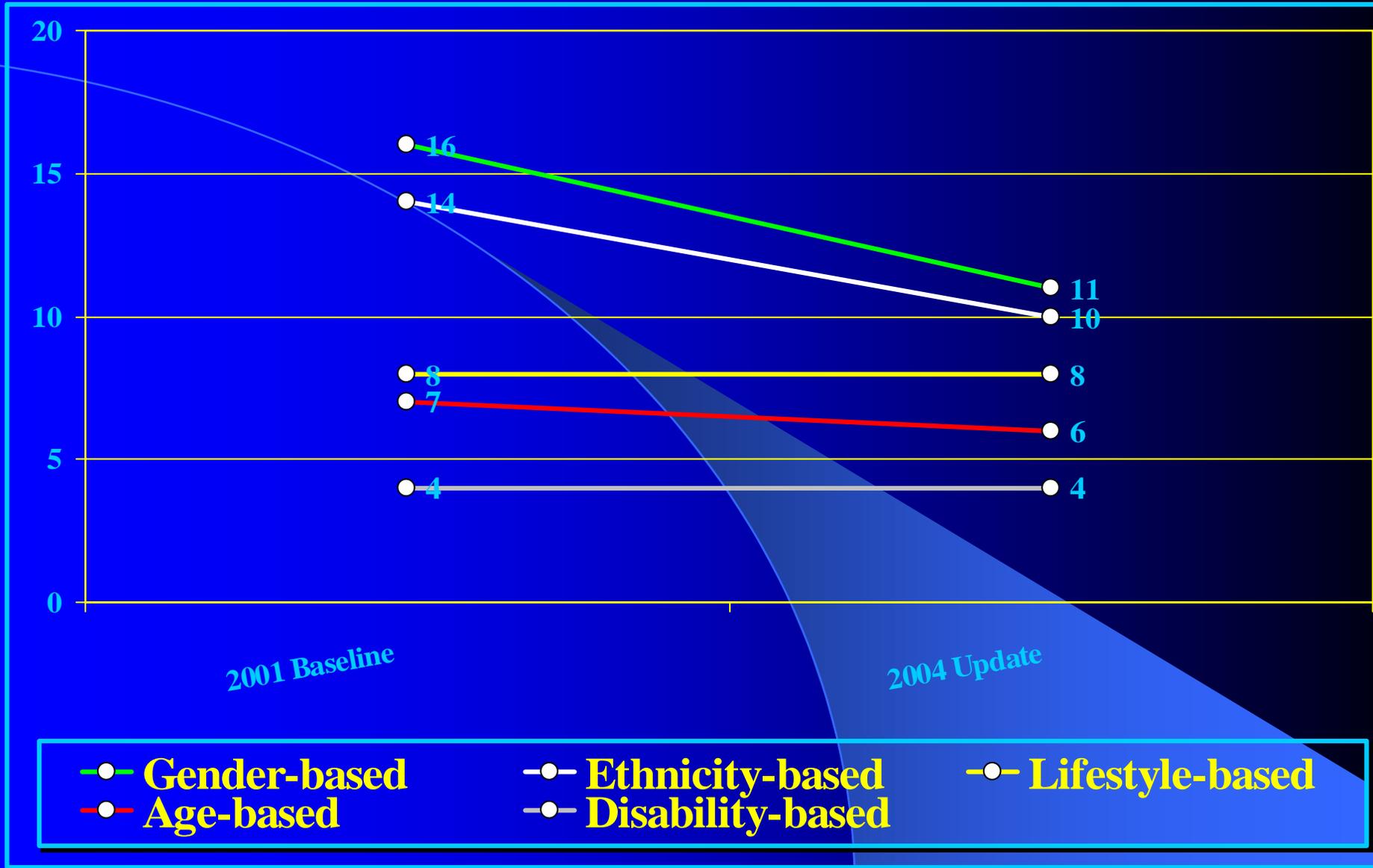
●— Workforce
 — Police Dept.
 — Info. Tech.
 — Develop. Svcs.

Trend: Treatment Frequency

(As % of those having knowledge of instances)



Trend: Discrimination Types



Finding: What Needs Improvement

1. The same departments show progress, regress or no change in a variety diversity-related indicators; lagging departmental performance is an *accountability* issue;
2. Lack of a comprehensive and continuous system, with staffing, for compiling, analyzing and acting on diversity data; this is another issue of accountability.

Finding: What Needs Improvement

- 3. IDP is inadequate for the City's needs. It is a career development tool, not a performance review system. IDP does not provide checks, balances and protection on equity and liability issues;**
- 4. Focus up to this point has been on structural change; should shift focus to cultural change at the workgroup level.**

Recommendations

- 1. Renewed focus on accountability: a) Mayor/City Council support/mandate to City Manager, b) organizational leadership confronts obstacles to change;**
- 2. City Manager oversight of all departments' action plans;**
- 3. Formal performance review system needed to ensure fairness, protect employees and City;**

Recommendations

- 4. Diversity Benchmarks need to be tracked and analyzed by City on an ongoing basis;**
- 5. Cultural change at the *workgroup* level needed, e.g., proliferation of SOLVE and other tools, processes.**



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