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Diversity Audit Team

Tempe Diversity Audit Update: Workforce Survey Detailed Findings

Prepared for:

Mayor and City Council

City of Tempe

31 E. Fifth Street

Tempe, Arizona 85282

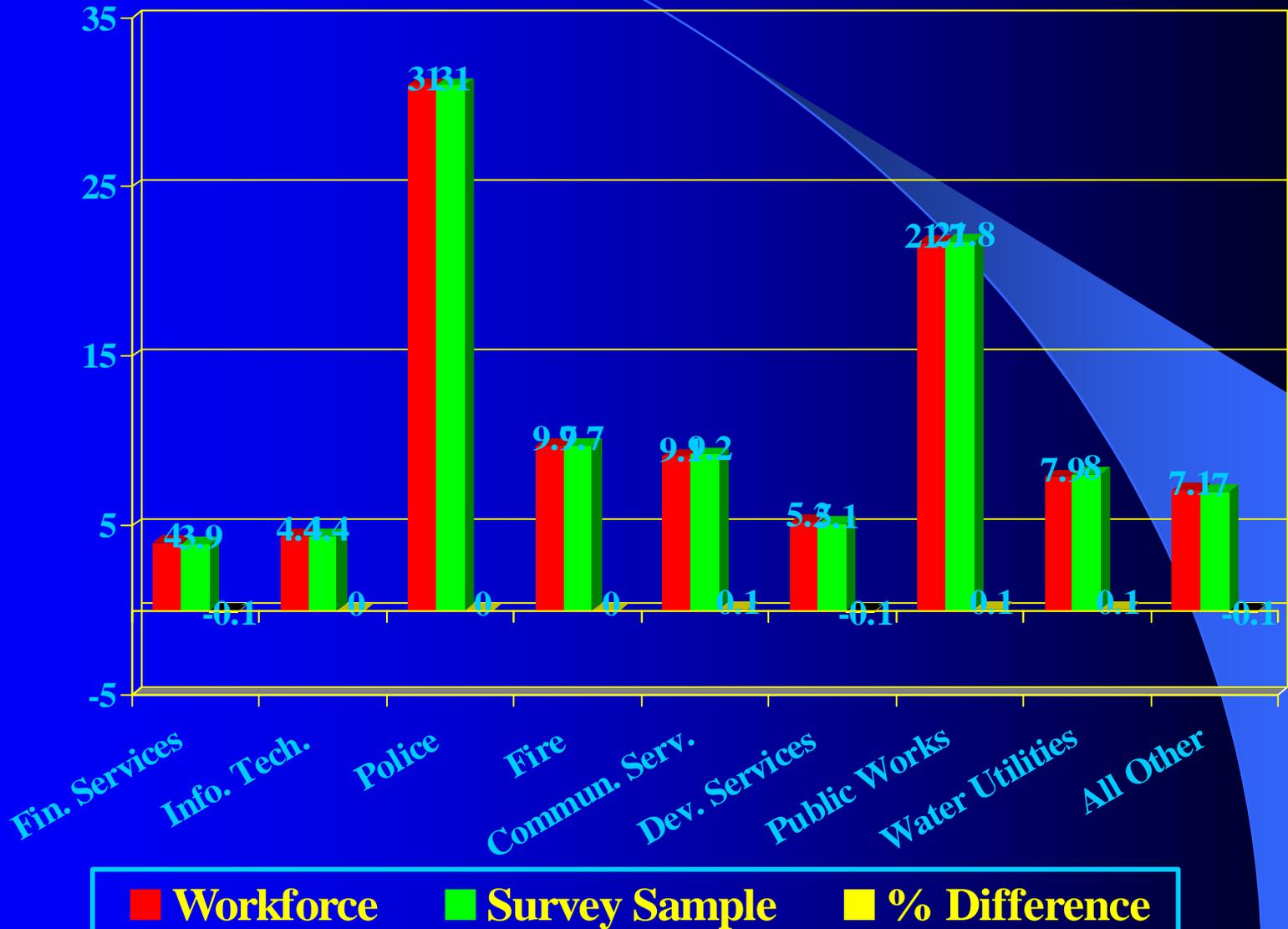
Parameters of the Workforce Survey

- **The workforce survey sample consists of 413 employees of the City of Tempe surveyed from 11/13/2004 to 12/11/2004.**
- **The City supplied our audit team its official workforce database as of October 1, 2004, including a total of 1584 employees. It was used as the source for employee contact information and workforce demographics.**
- **Telephone interviewing was conducted by professional survey research staff and supervisors from multiple data collection locations (Phoenix call center and City of Tempe facility) and including bilingual staff (English/Spanish).**
- **The interview protocol consists of extensive systems and diversity content and extensive demographics questions.**
- **All analyses are based on a 95 percent level of confidence with a margin of error of +/- 4.9 percentage points.**

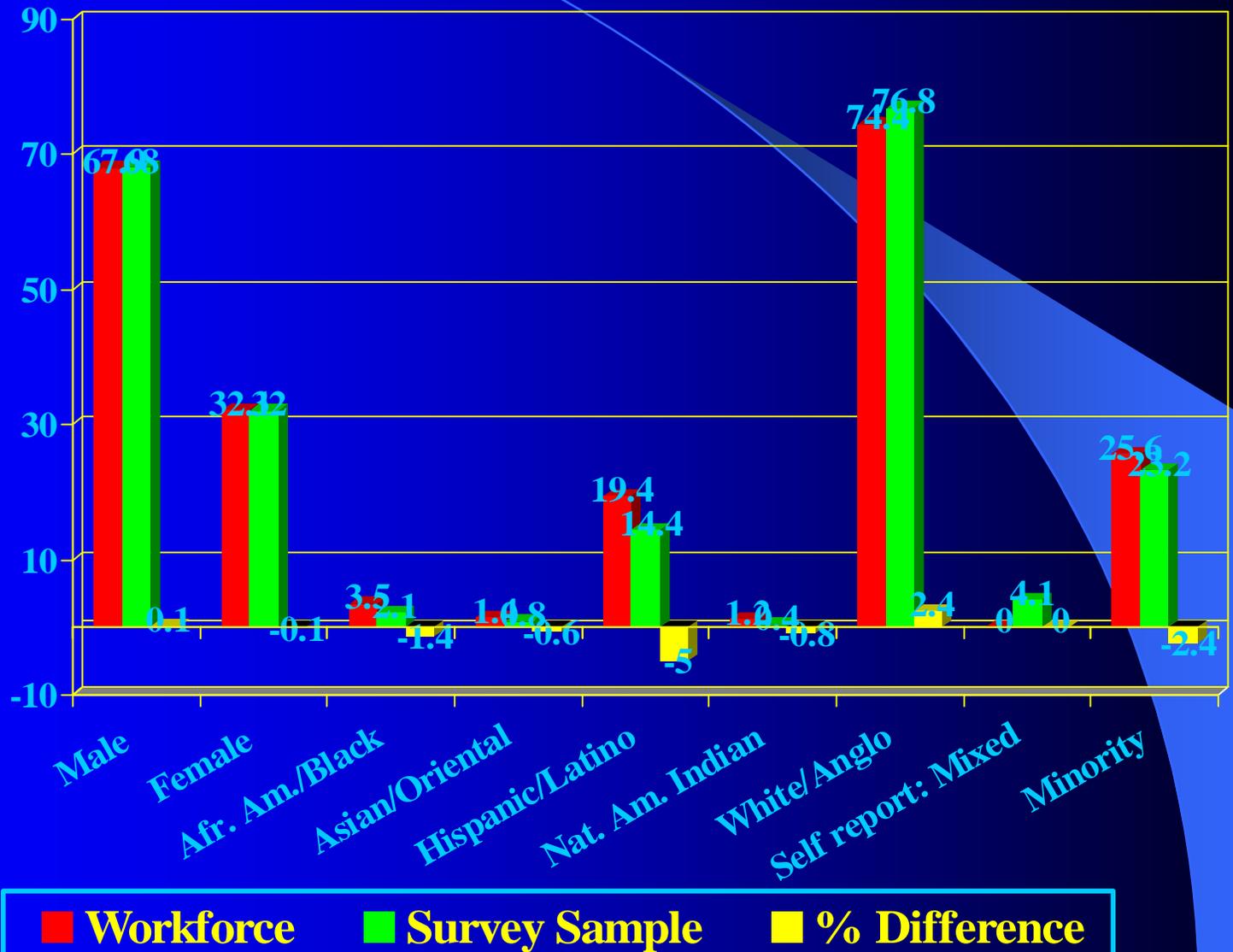
Workforce and Sample Demographics

- **The following 3 charts display workforce and sample demographics to show how the sample compares to the City workforce.**
- **Overall, the charts indicate little, if any, statistically significant variation in the demographic profiles of the workforce and the sample.**
- **In sum, this sample is of extremely high quality and it is representative of the workforce of the City within the stated margin of error of the data.**

Workforce, Sample by Department



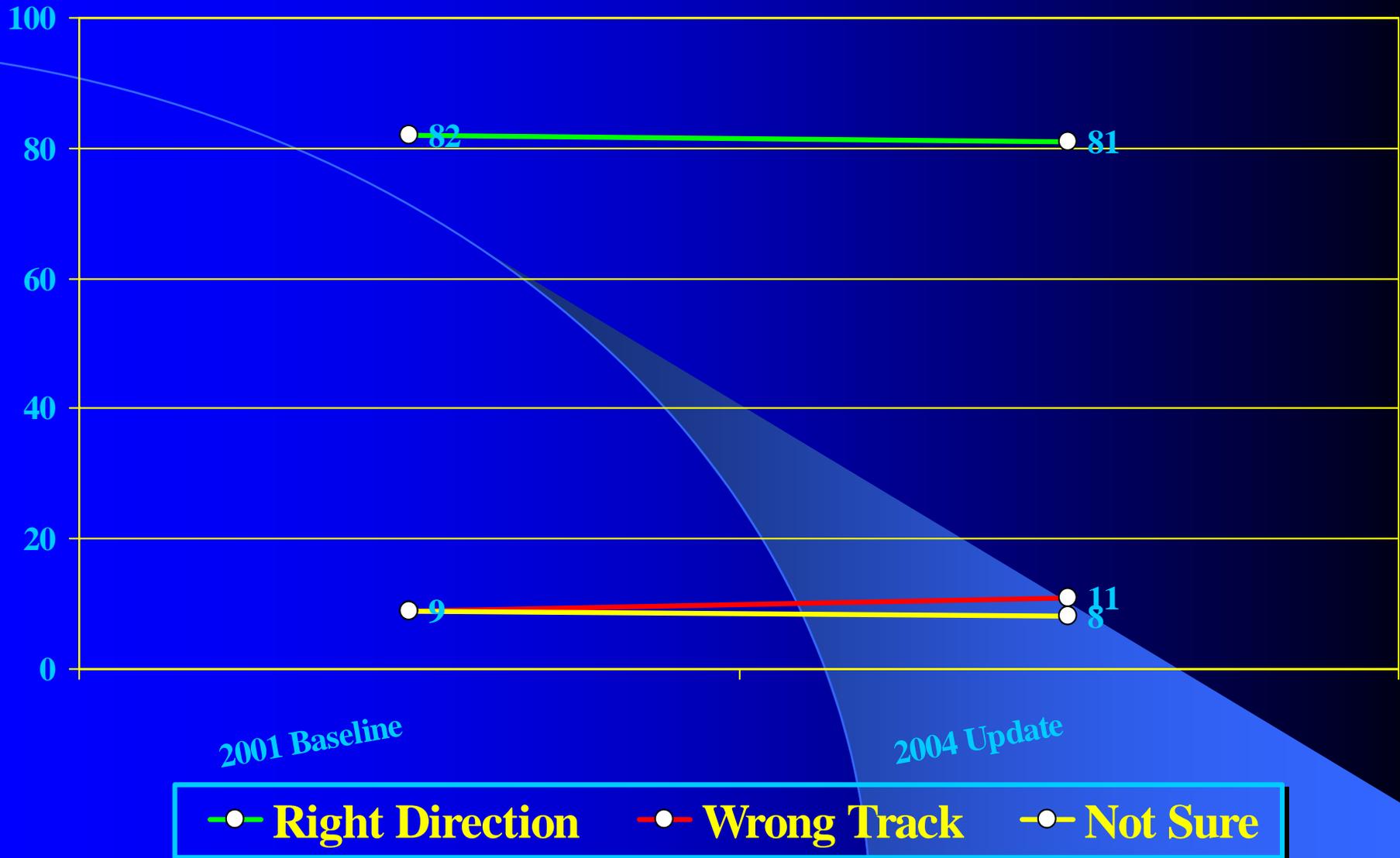
Workforce, Sample by Gender, Ethnicity



The Direction the City is Headed

- **Shown in the next chart, as in 2001 a strong majority of Tempe's workforce is supportive of the City's general direction. Eighty-one percent say it's headed in the right direction while only about one in ten say it's off on the wrong track. The trend chart shows no significant change from the original baseline audit on this issue.**
- **The detailed data indicate little significant difference in support of the City's direction among employee groups, including all employee levels (managers, supervisors, line employees), most departments, length of employment categories, gender, age groups, ethnic groups and income categories.**
- **Lower levels of support are found among some departments (PD, Development Services, Water Utilities) and those less affluent and/or educated.**

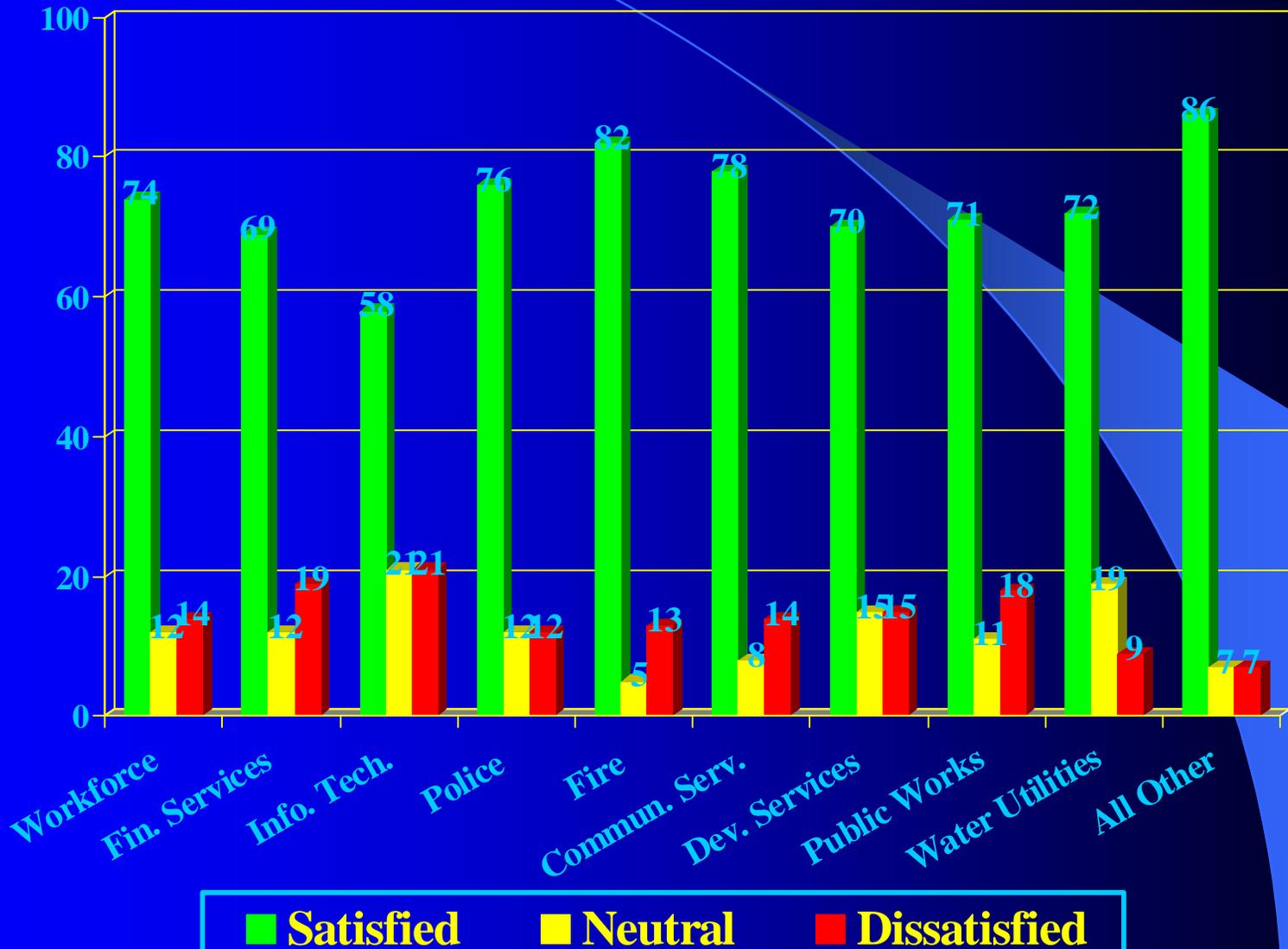
Trend: Direction the City is Headed



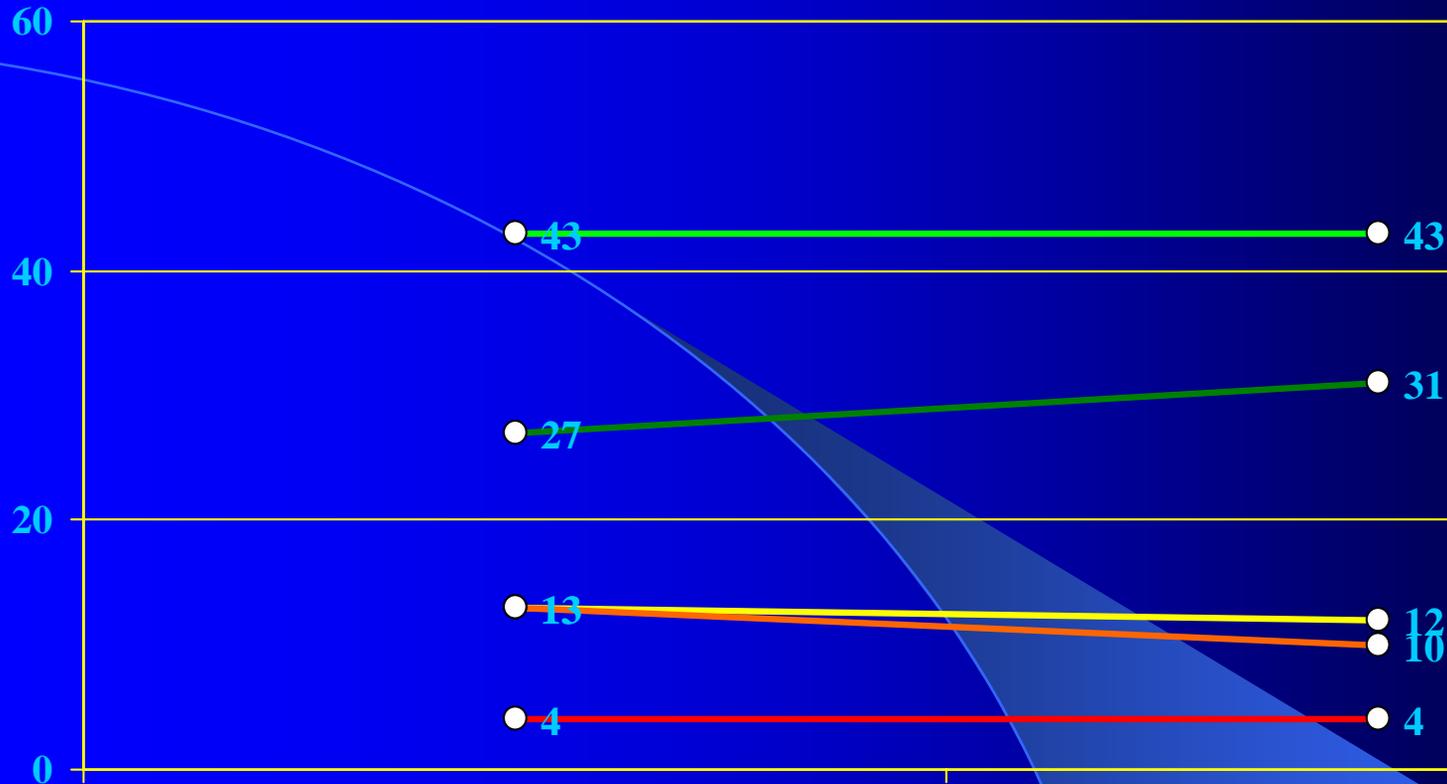
Employee Work Satisfaction

- **A strong majority of Tempe's employees continue to be satisfied working for the City. The next two charts show 74% are satisfied while the remainder are split between being neutral or negative in their assessment of work satisfaction.**
- **The next chart shows most departments enjoy similar levels of work satisfaction among their employees and the detailed data indicate this is the case among most other employee groups, including by employee level, length of employment, gender, education, ethnicity and income.**
- **Lower levels of satisfaction are found among employees of Financial Services, IT, among some older employees, some less affluent and educated.**
- **The second chart shows work satisfaction appears to have increased slightly since 2001, rising to 74% from 70%. Thus, City management may be seeing some fruits of their diversity labors over the past 3 years.**

Work Satisfaction by Department



Trend: Overall Work Satisfaction

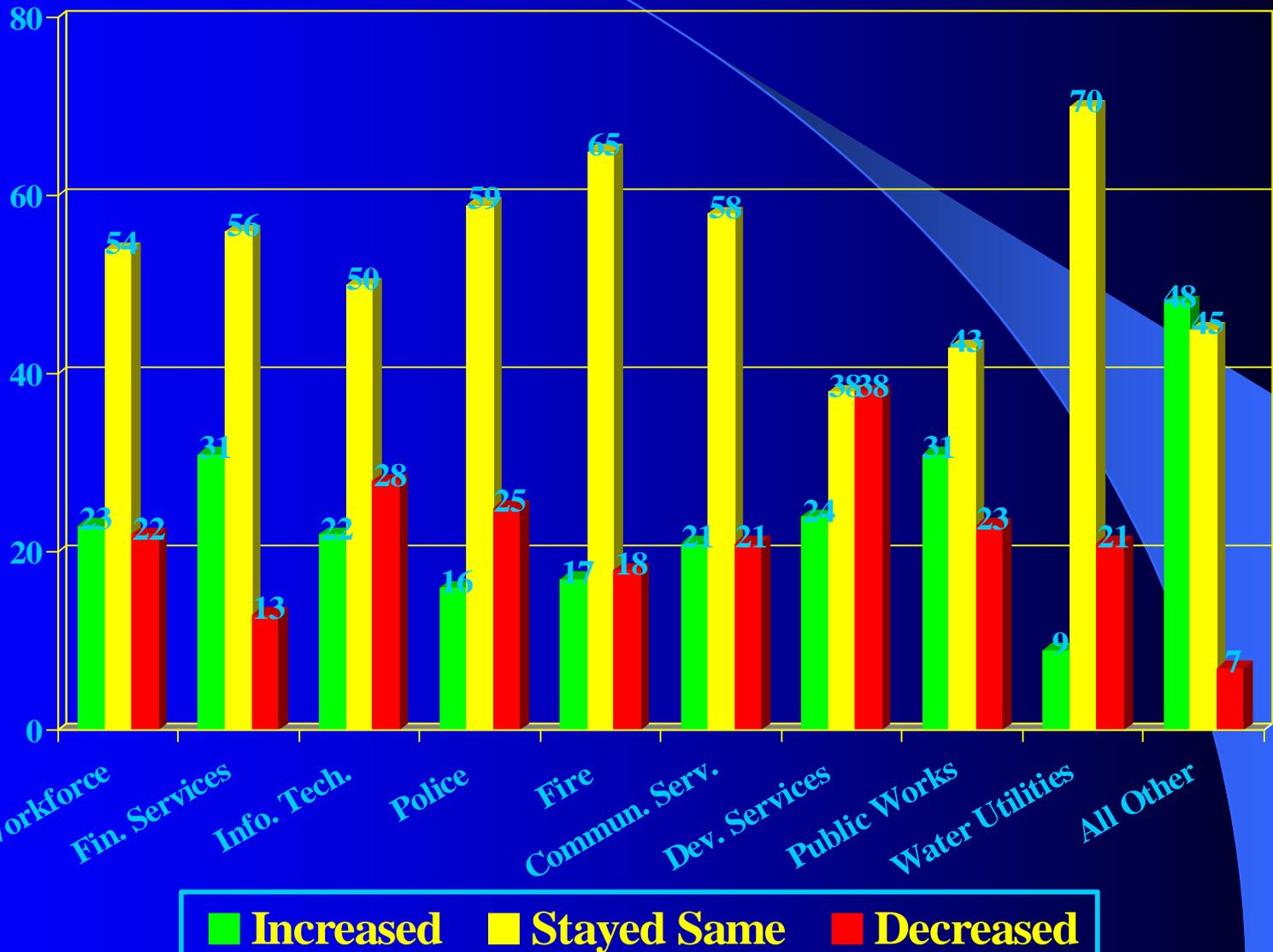


- Completely Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Completely Dissatisfied

Work Satisfaction in the Past Year

- **The next chart shows most employees report their satisfaction working for the City has remained stable over the past year while satisfaction has increased for roughly a quarter. And it has decreased for a fifth. Further, fewer employees now report increased satisfaction compared to 2001 (23% vs. 36% then).**
- **Importantly, the chart shows employees in Financial Services, Public Works and Other departments are more likely to say their work satisfaction has increased. In addition, the detailed data indicate minority employees are also more likely to report increased work satisfaction.**
- **Important, too, is the finding that employees in IT and Development Services are most likely to say work satisfaction has decreased.**
- **Thus, this longer term view of work satisfaction indicates a generally healthy workforce with important gains registered (e.g., PW, minorities) but also key concerns (IT, Dev. Services).**

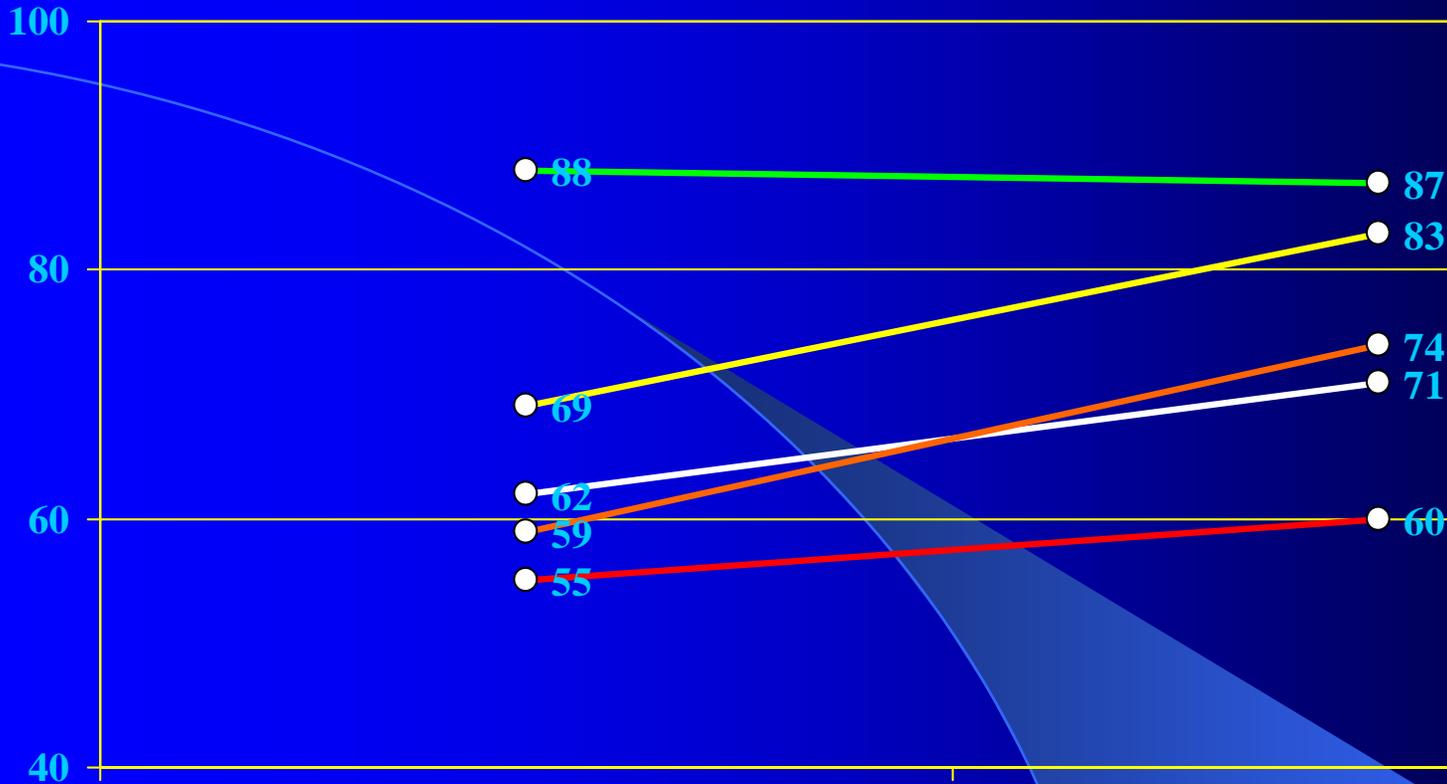
Past Year Satisfaction by Department



Trend: Key Favorable Impressions

- The next chart is a very important one on several levels. It shows the 2001-2004 trends in favorable impressions of key City individuals and organizations.
- We note favorable impressions of City Manager Manley continue at the very high levels first noted in 2001. Almost nine of ten employees continue to have a favorable view of him.
- We also note favorable impressions of both the HR Department and Public Works have increased substantially since 2001, up 14 and 15 points respectively.
- In addition, significant increases in favorable impressions are found for the City Council (+9 pts.) and TEC (+5 pts.).
- Favorables for the Diversity Department (shown in the detailed findings document) are also strong, found at about 60% among most employees groups. Water Utilities (39%) and PD (43%) are the only exceptions.

Trend: Key Favorable Impressions



2001 Baseline

2004 Update

●— Manley
●— PW Dept.

●— HR Dept.
●— TEC

●— City Council

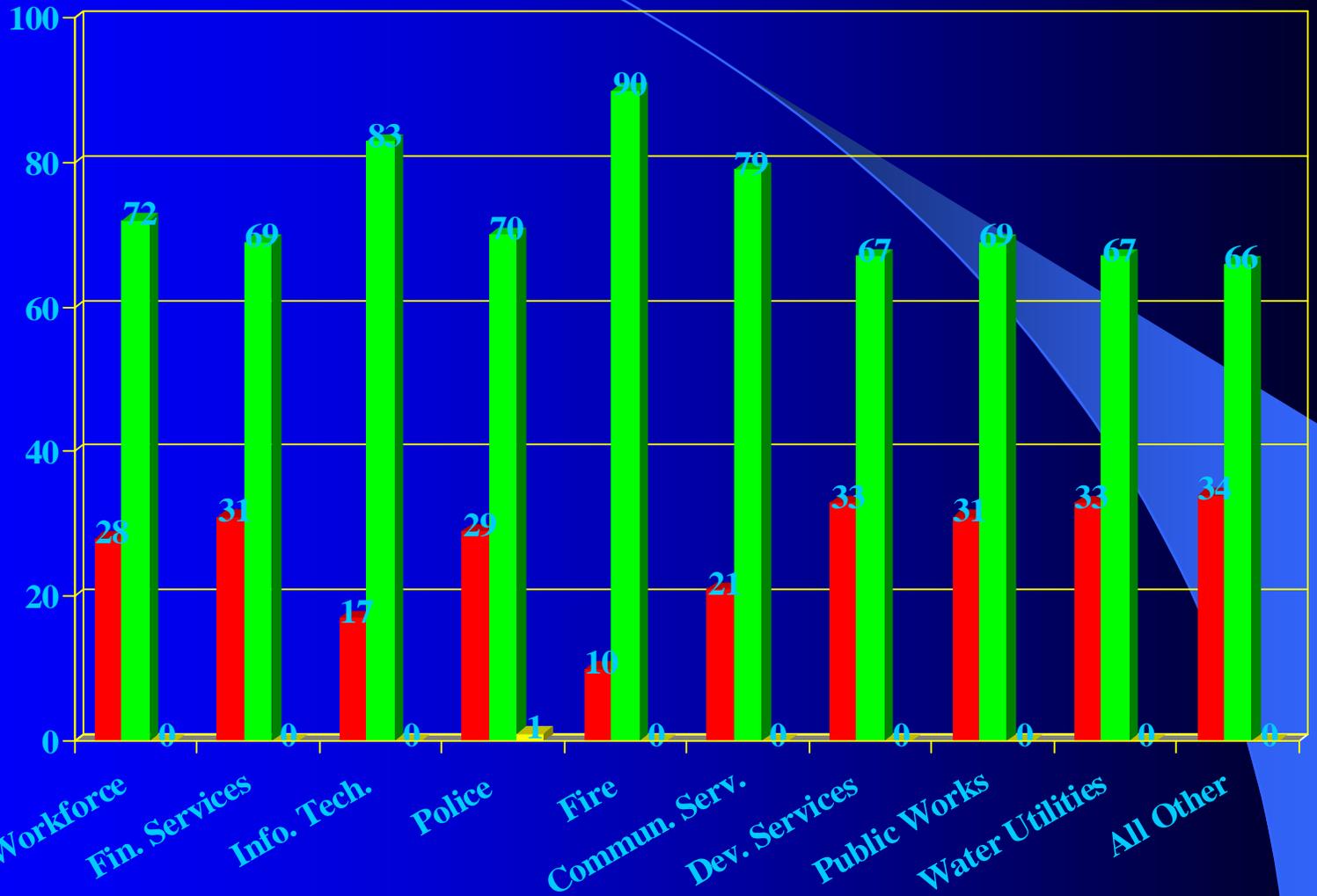
Inappropriate Treatment in the Workplace

- **The next chart shows the percentage of employees who have seen, heard of or experienced inappropriate treatment in the past year.**
- **We find about a quarter (28%) know of such treatment. This is consistent with the 2001 baseline audit finding (at 26%).**
- **The chart shows significantly higher percentages of employees in Development Services, Water Utilities and Other departments aware of inappropriate employee treatment. (Note: given the composition of the Other department category-the City Manager's office, Diversity, HR, City Attorney, City Court and City Clerk-it is perhaps not surprising they would be more aware of treatment issues).**
- **Significantly lower percentages aware of inappropriate treatment are found among employees in IT, Fire and Community Services.**

Inappropriate Treatment in the Workplace

- The detailed data indicate few differences on this issue among most employee groups.
- However, we do find some key differences, with women, less educated, less affluent, longer term and older employees more likely to be aware of recent inappropriate treatment in the workplace.
- Further, we find few differences from these data compared to 2001.
- On the plus side, it appears inappropriate treatment continues to be found at relatively moderate levels.
- However, it continues to be found at a level that is significant: a quarter of the workforce. Further, we do not see improvement in the numbers since 2001 and particularly when it comes to the key employee groups noted above. *Thus, the issue remains an important one for the City to aggressively address.*

Inappropriate Treatment by Department



■ Yes, seen, heard of or experienced ■ No, have not ■ Not Sure

Frequency of Inappropriate Treatment

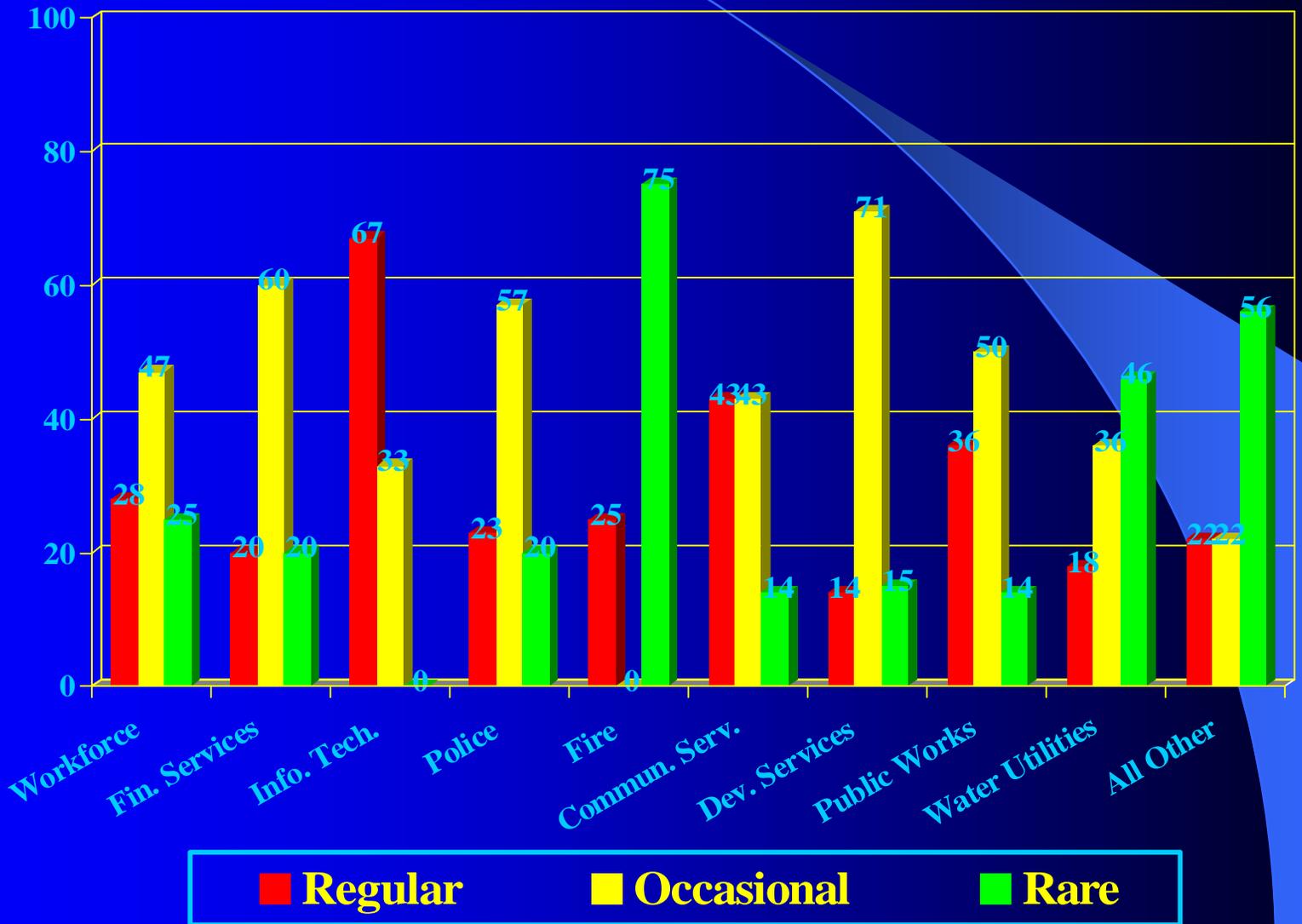
- The next two charts show the frequency of inappropriate employee treatment *among those aware of it* in the past year.
- Overall, a quarter + indicate such behavior is a regular occurrence while a plurality say it is occasional and another quarter say it is rare.
- The first chart shows employees in IT, Community Services and Public Works are most likely to be aware of regular inappropriate treatment. (Note: there were few employees in IT aware of inappropriate treatment, in general.)
- The detailed data also indicate managers, some longer term and middle aged employees are most likely to be aware of regular occurrences of inappropriate treatment.
- Those most likely to indicate such treatment is occasional include Financial Services, PD and Development Services, in addition to some newcomers and mid-term employees.

Inappropriate Treatment in the Workplace

- The second chart indicates a potentially disturbing trend compared to the 2001 baseline audit: inappropriate treatment may be increasing in frequency. In short, of those aware of inappropriate treatment, *significantly fewer are indicating this behavior is rare; more say it is occasional*.
- This finding may indicate a troubling behavior pattern among those treating employees inappropriately (e.g., they do it more frequently now) or it may be a result of employees more aware of the issue (e.g., they recognize it more easily).
- Regardless, employees are indicating such behavior continues at a significant, possibly increasing, level. This is clearly an issue which City management needs to aggressively address, more so than it has to date.

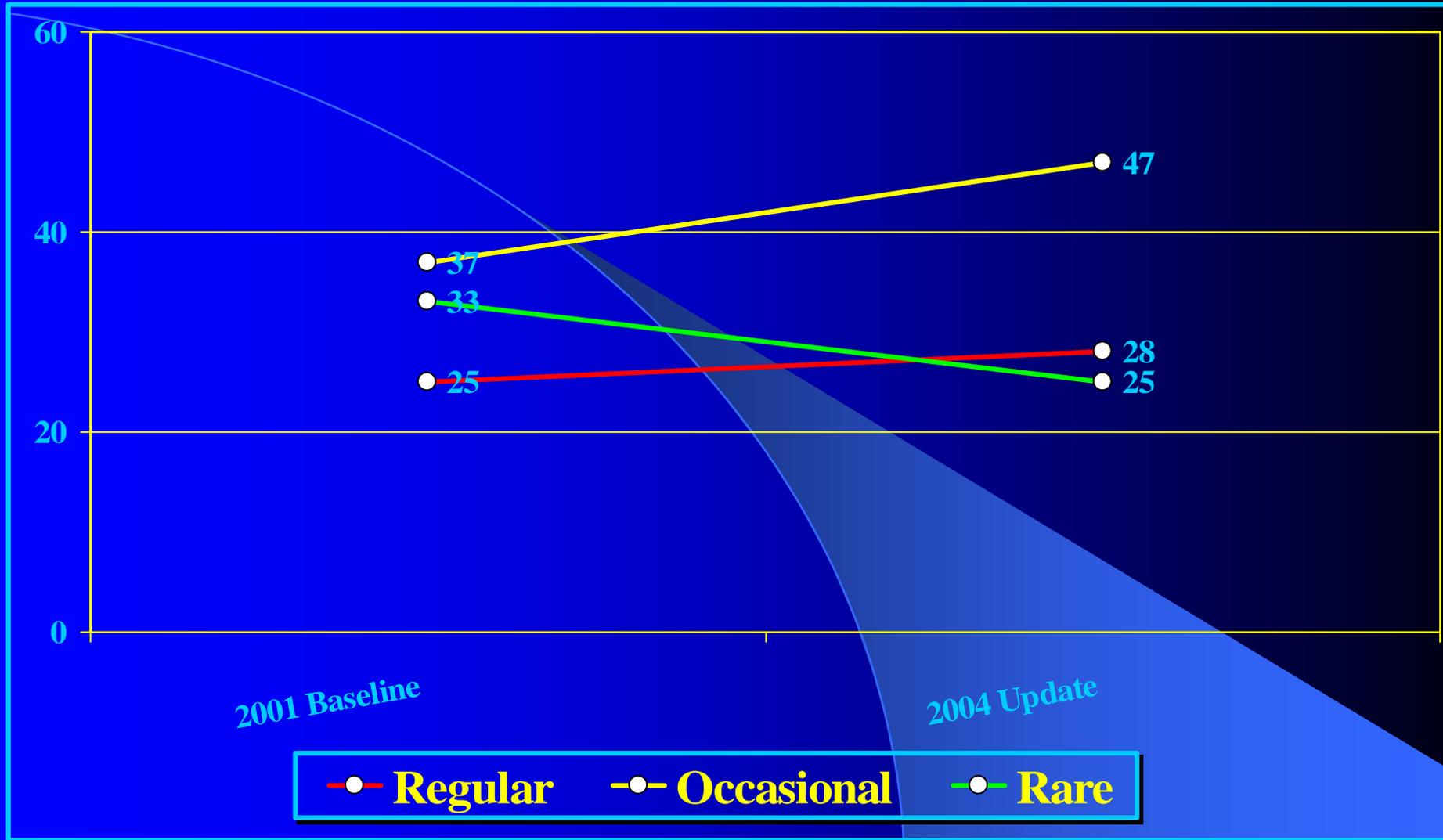
Treatment Frequency by Department

(As % of those having knowledge of instances)



Trend: Treatment Frequency

(As % of those having knowledge of instances)



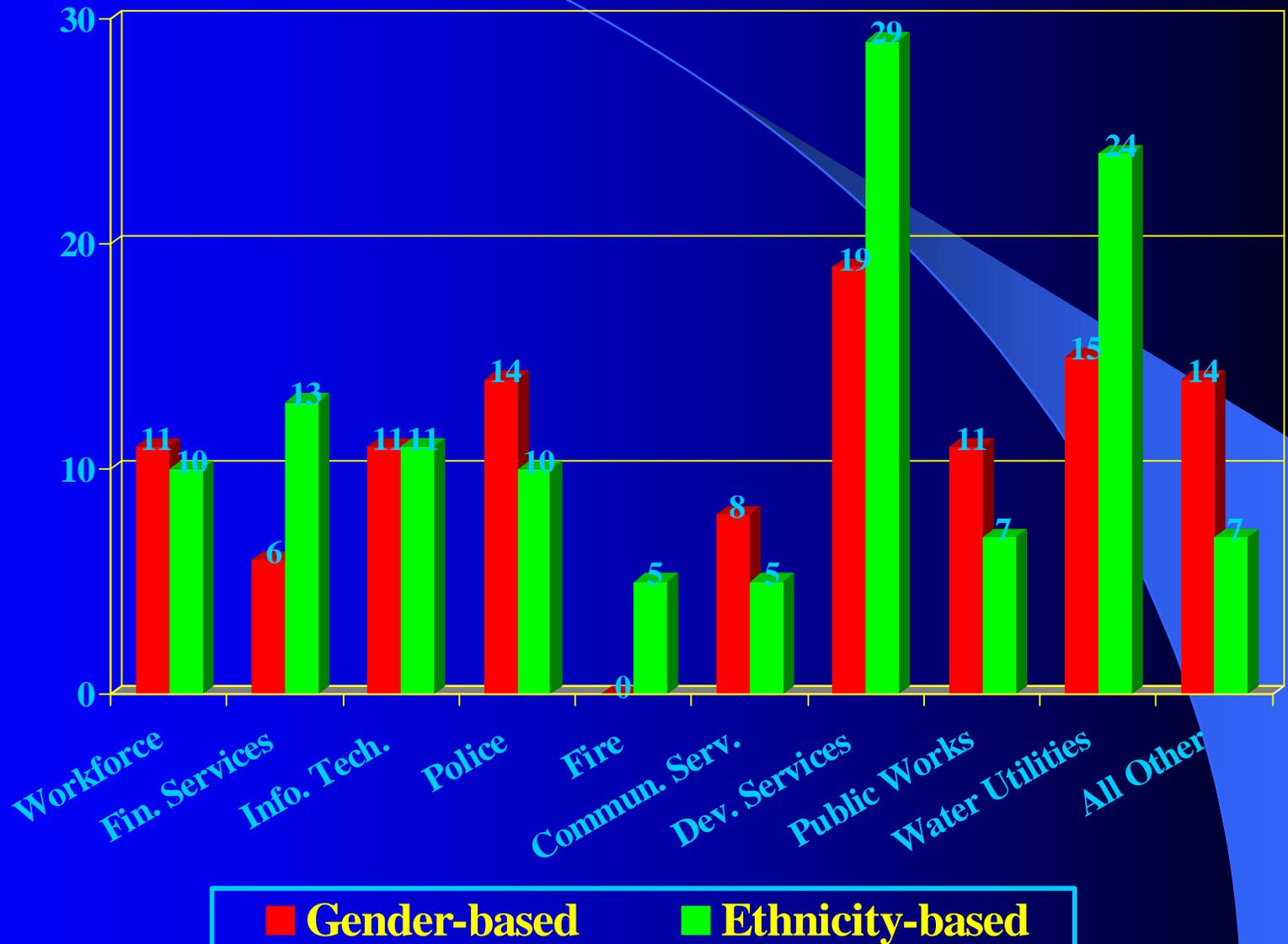
Types of Discrimination

- **The next four charts detail the frequency and types of discrimination reported by all employees, the first two showing data by department, the next by demographics and the final one shows the trends.**
- **In the first one, we note gender-based and ethnicity-based discrimination is reported by about ten percent of the workforce in most all departments with significantly more reports emanating from Development Services.**
- **The second chart shows lifestyle-based, age-based and disability-based discrimination is reported by less than ten percent of the workforce. Again, Development Services employees are more likely to report discrimination, specifically lifestyle- and disability-based types.**

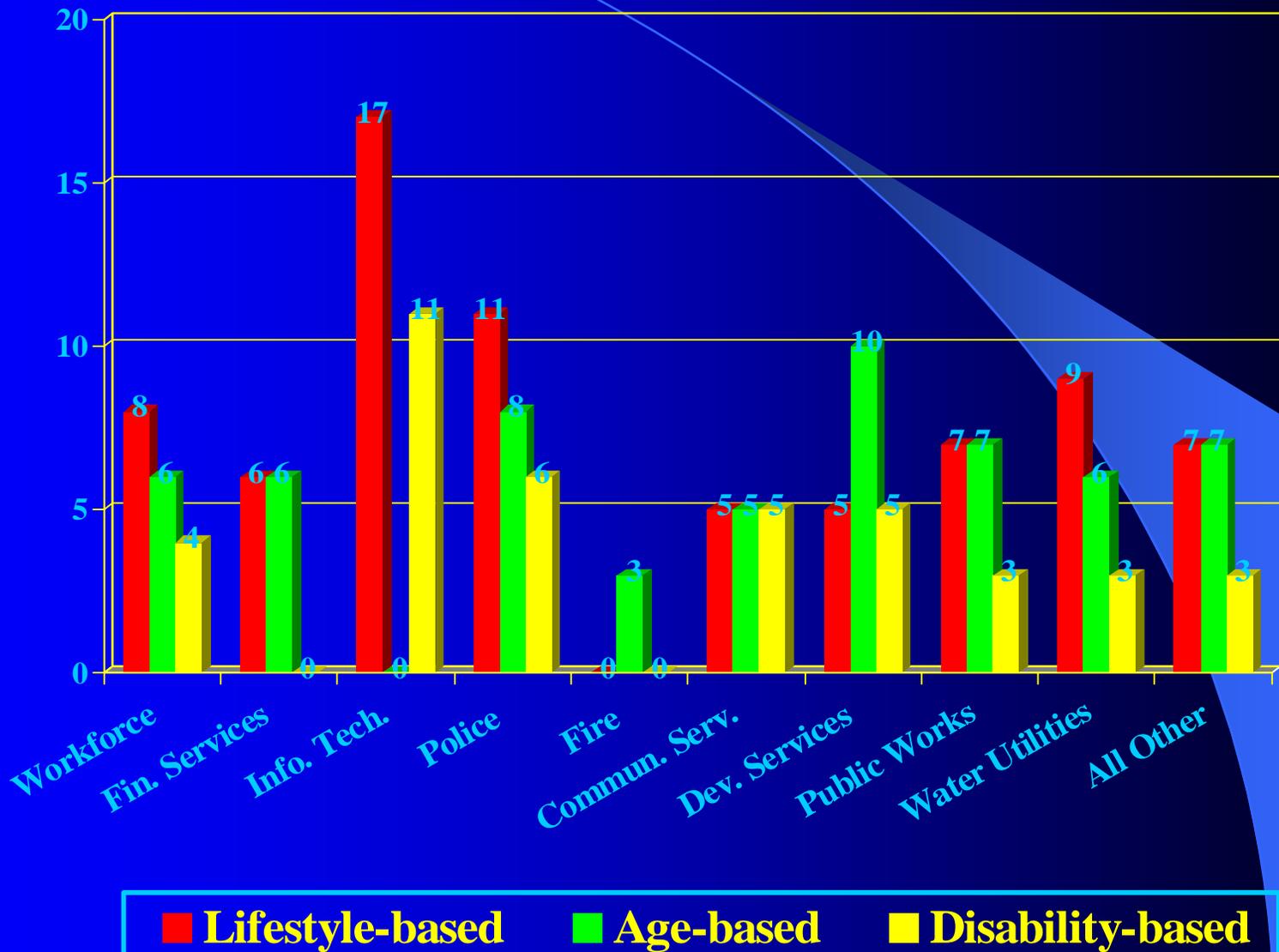
Types of Discrimination

- **The third chart shows two additional findings: women are more likely to report gender-based discrimination (20%) and minorities are more likely to report ethnicity-based discrimination (15%).**
- **The fourth chart, the trends from 2001, show a significant decline in gender-based discrimination, a possible decline in ethnicity-based discrimination and no change in the other three types. This is a very positive development.**
- **In sum, the audit update survey finds possibly increasing levels of inappropriate treatment in the workplace and significant declines in some forms of outright discrimination.**
- **Thus, over the past 3 years the City has made some progress on the fundamental issue of discrimination but clearly has much to do still regarding behavioral issues.**

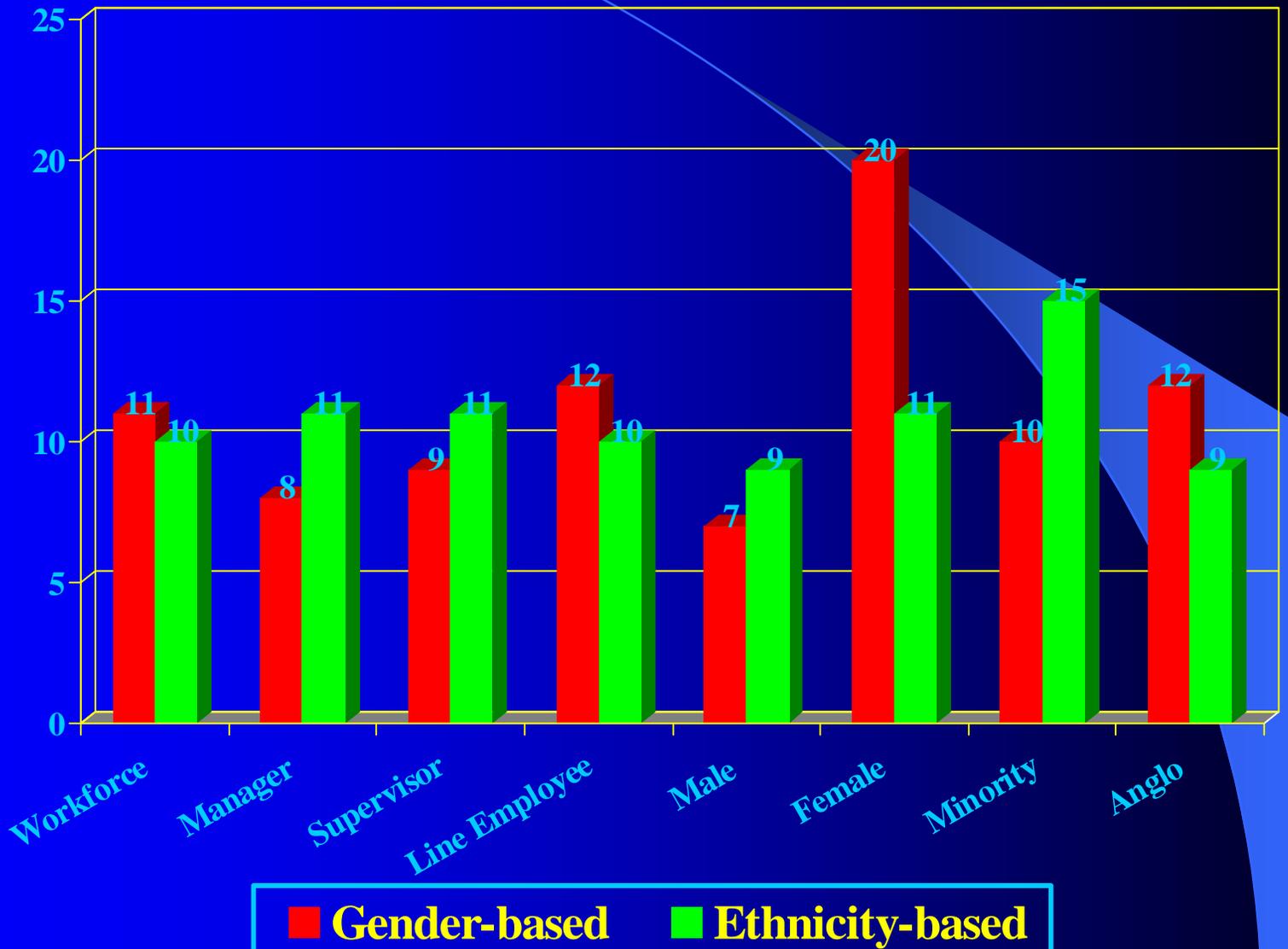
Discrimination Types by Department



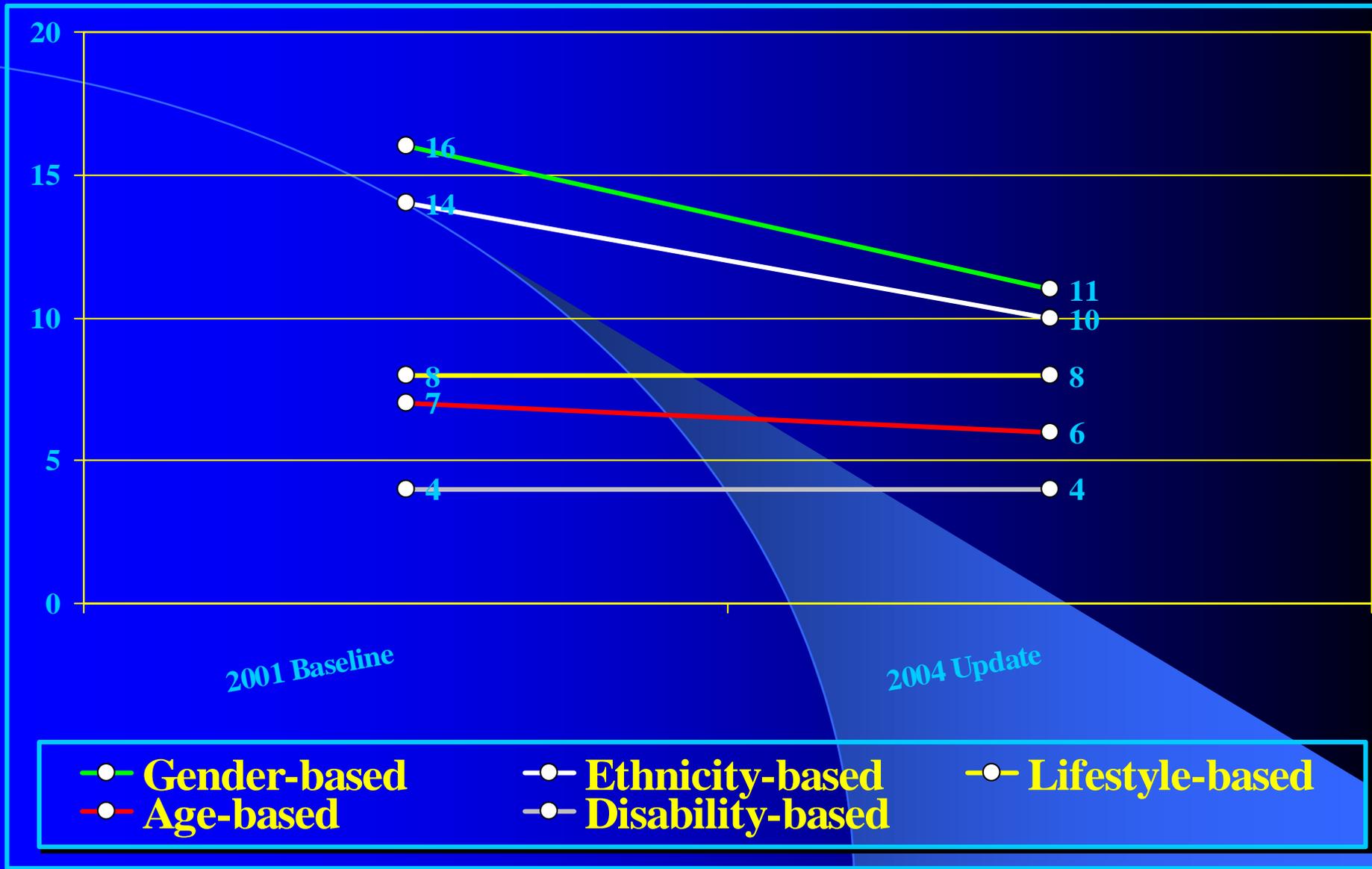
Discrimination Types by Department



Discrimination Types by Demography



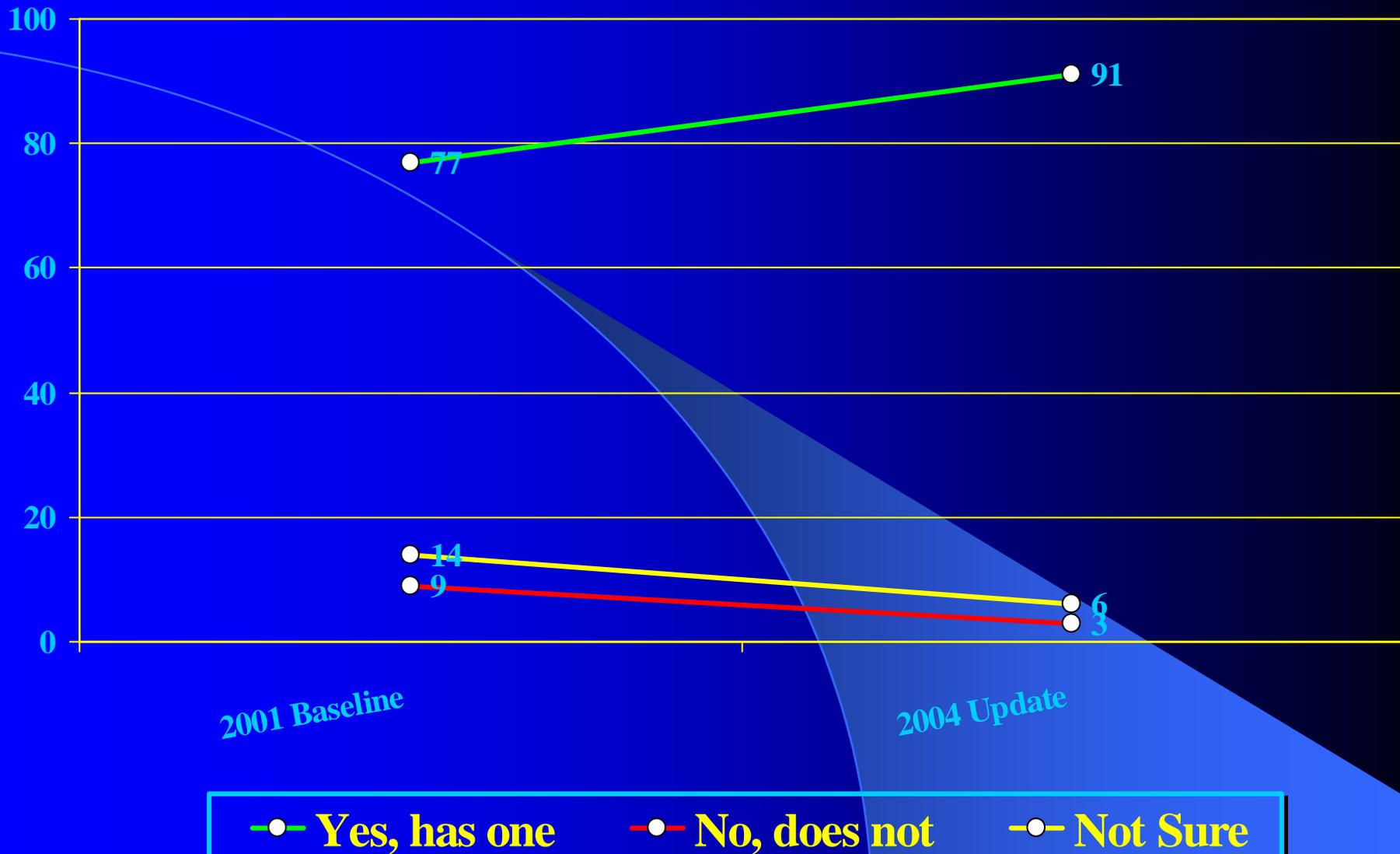
Trend: Discrimination Types



Formal Definition of Diversity

- **The next issue addressed in the research is whether employees know the City has a formal definition of diversity.**
- **Shown in the next chart, we find awareness has increased substantially, up 14 points, since the baseline audit of 2001.**
- **The detailed data indicate awareness is high across-the-board, among most departments and among key employee groups including line employees (88%), new employees (77%), younger ones (82%), minorities (85%) and women (89%).**
- **Thus, it is clear management has done a good job over the past 3 years getting the word out to the vast majority of employees that the City has a formal definition of diversity.**

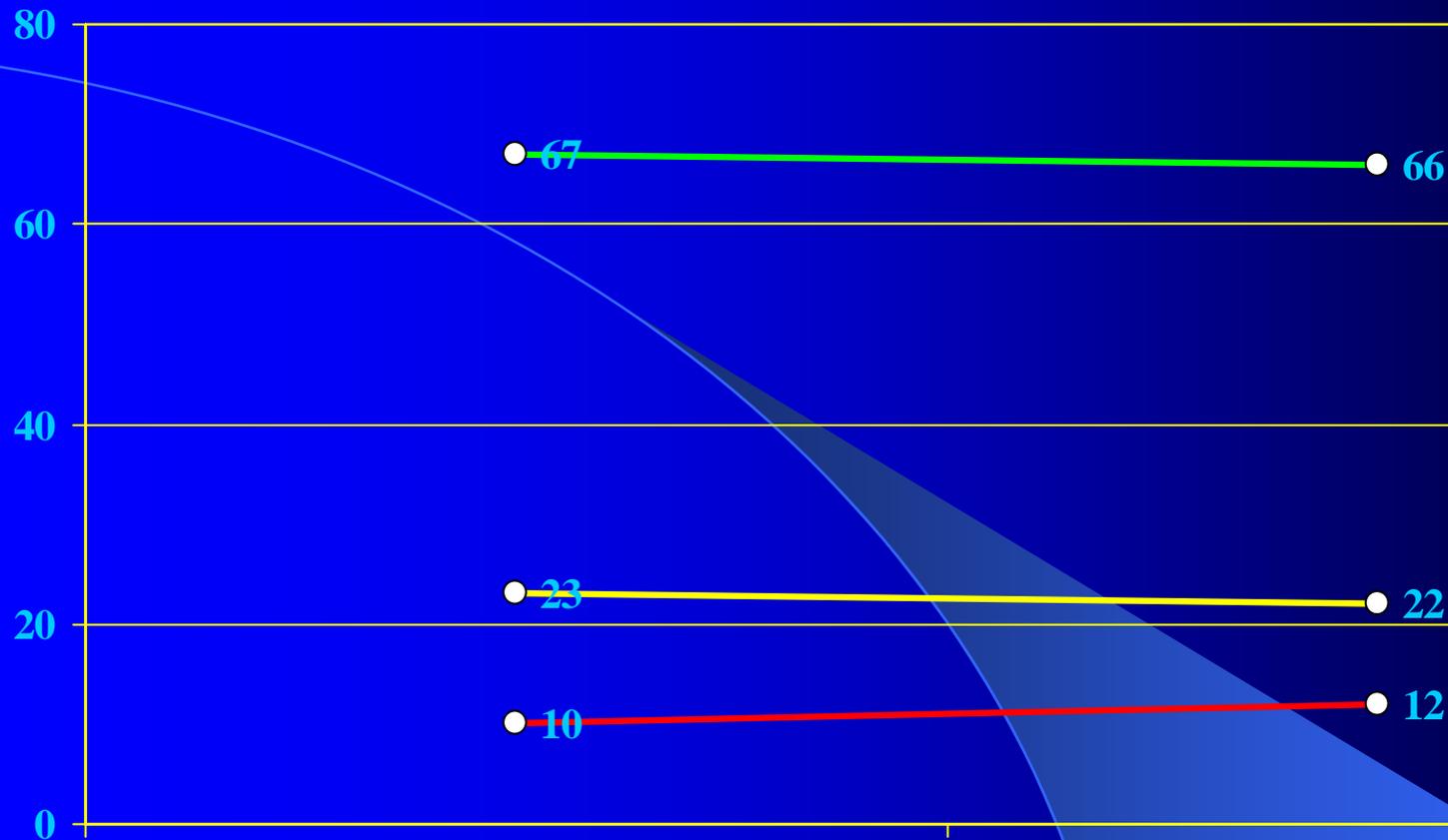
Trend: Formal Definition of Diversity



Trend: City Diversity Performance Rating

- The next chart shows employees' positive evaluation of the City's performance regarding diversity has not increased over the past 3 years, with two-thirds rating the City in positive terms while a fifth are neutral and about a tenth negative.
- The detailed data indicate significantly higher positive ratings are found among employees of Community Services, Fire and Other departments, among managers, supervisors and those most educated.
- Significantly lower positives are found among employees of Financial Services, Public Works and Water Utilities, among line employees, minorities, those less educated, some long-term employees, some middle age and older ones.
- In short while the overall City ratings are clearly positive, 1) they have not changed appreciably in the past 3 years and 2) evaluations continue to come up significantly shorter among some very important employee groups.

Trend: City Diversity Performance Rating



2001 Baseline

2004 Update

● Total Positive

● Neutral

● Total Negative

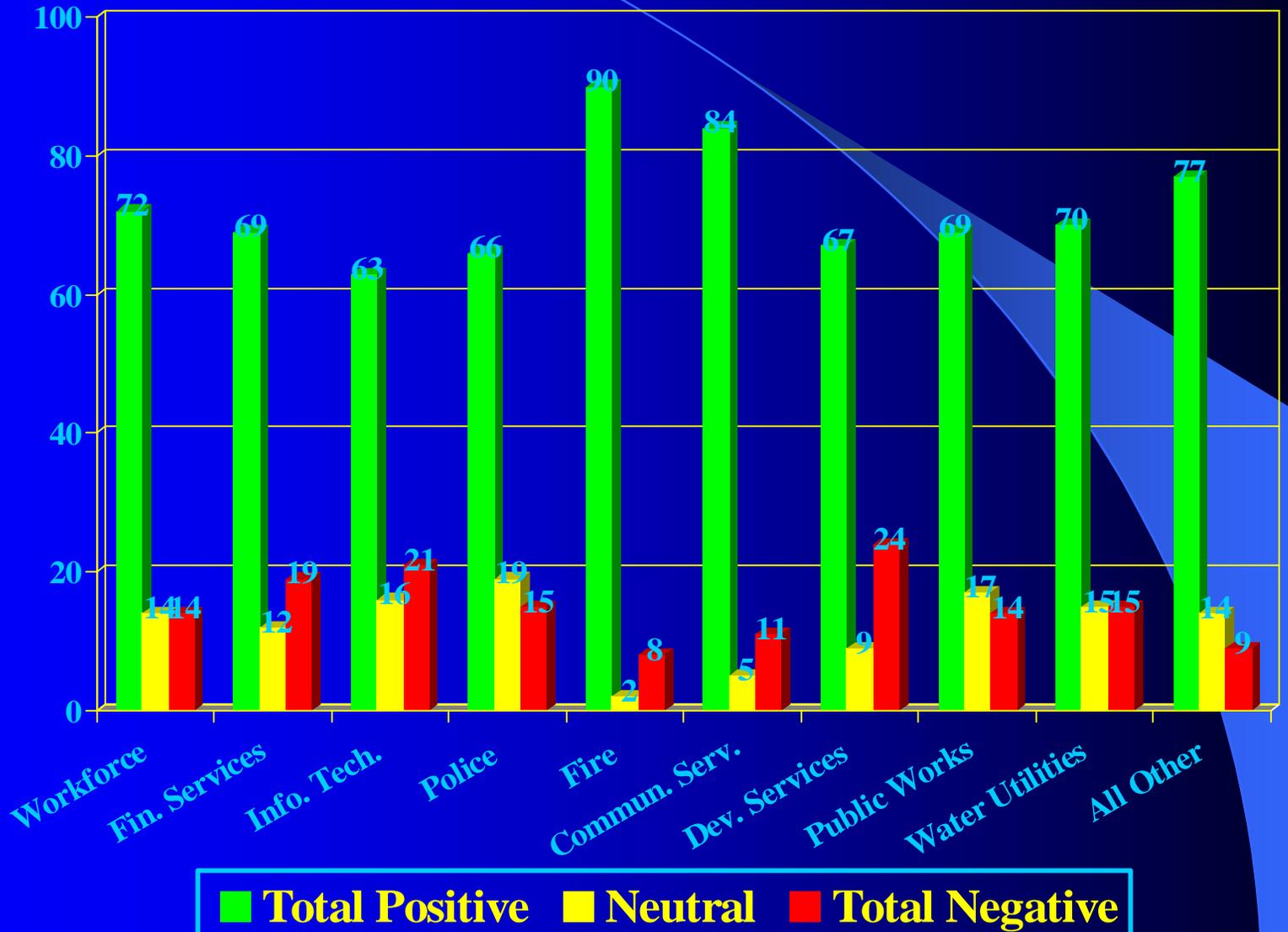
Department Diversity Performance Rating

- **The next chart shows how employees rate their own department's diversity performance. (Note: as with the City, the department level ratings overall have not changed appreciably in the past 3 years.)**
- **The chart shows three-fourths of employees rate their department positively regarding its performance on the diversity issue while few give neutral or negative ratings.**
- **We also find in the chart employees of Community Services, Fire and Other departments tend to give more positive ratings while those in IT, PD and Development Services are significantly less positive. In fact, we note a quarter of those in Development Services are outright negative in their ratings.**
- **Importantly, we note since 2001 positive ratings have declined significantly among employees of some key departments: IT (-24), PD (-5) and Development Services (-5).**

Department Diversity Performance Rating

- **The detailed data also indicate fewer positive ratings are found among line employees, minorities, some newcomers and some longer-term employees.**
- **Like the City, it is clear a foundation of positive employee evaluations of departmental performance on diversity issues continues to exist. However, no overall progress has been registered on this issue over the past 3 years. Further, there appears much to do still, particularly regarding some departments and some key employee groups.**

Department Diversity Rating by Dept.



Trend: 2001-2004 Diversity Performance

- The next three charts show 2001-2004 trend data on key departmental diversity performance measurements. The data displayed are the percentage point differences between positive ratings on these same measurements in 2001 compared to 2004. For example, the white line represents the data for the entire workforce and it shows positive evaluations of City departments on the issue of *attracting, recruiting and retaining diverse employees* increased 3 percentage points from 2001 to 2004. All performance measures are shown in this format and the different color lines in the charts represent the data from employees their specific departments.
- Regarding the entire workforce (the white line), we find positive evaluations on all diversity performance measures have changed little since 2001. While not losing ground, the City overall has not gained any either. We had hoped to see gains in these crucial measures.

Trend: 2001-2004 Diversity Performance

- **However, the charts also show that strong gains in positive evaluations were, in fact, registered but only among some departments. These include Financial Services, Fire, Community Services and, to a lesser but even more important degree, Public Works.**
- **The charts also show some departments have experienced significant erosion in positive evaluations on these diversity measures. They include Information Technology, Development Services and Police. The implications of the data regarding these departments do concern us very much.**
- **More specifically, we find positive ratings from employees in Financial Services, Fire and Community Services are significantly above the workforce norm on virtually all measures. Financial Services has new leadership and it appears to be reflected in these numbers. Fire and Community Services posted strong numbers in 2001. Their data are not surprising.**

Trend: 2001-2004 Diversity Performance

- **Public Works** also has new leadership and it appears to be reflected in these numbers, too, particularly in providing a safe environment for employees to voice work concerns and issues. These data show they are on the right track while still having significant work ahead of them.
- **The Other Departments** category includes top City management, Diversity, HR, the Court, the City Attorney's office and City Clerk's office. Their data indicate some key positive evaluations, particularly regarding promotion and advancement, but also some real concerns: developing an environment where employees belong and listening to employees.
- **Positive evaluations from employees of Information Technology and Development Services** have plummeted virtually across-the-board since 2001. The nature and scope of these declines in positive evaluations concern us greatly.

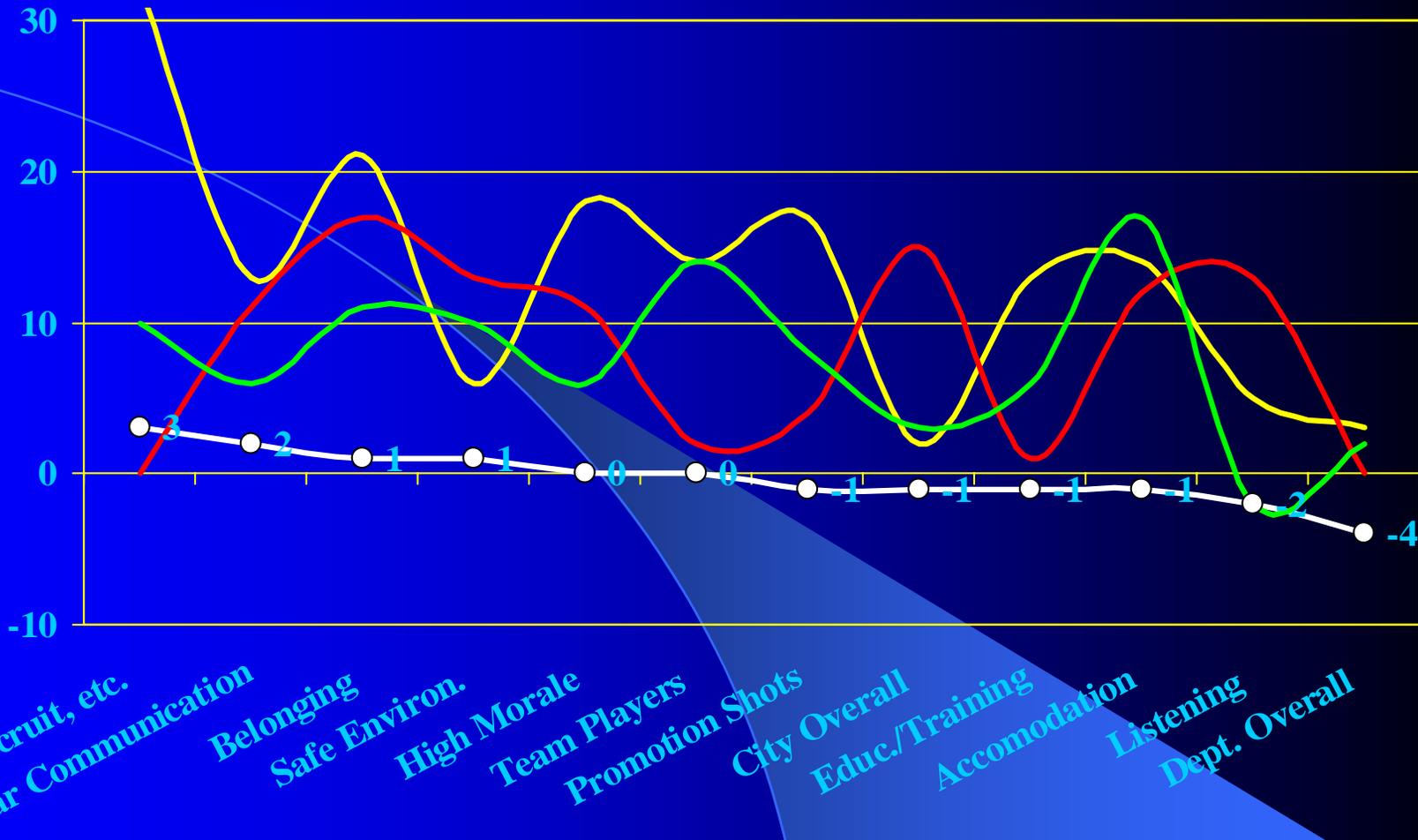
Trend: 2001-2004 Diversity Performance

- **Police employee evaluations of their department are at or slightly above the sample norm on several measures but drop significantly below it on issues such as shots at promotions, education and training opportunities, management listening to employees and accommodations for disabled employees.**
- **The detailed data are also informative. In them, we find significantly lower positive ratings on the key issues of employee belonging and management listening among line employees and minorities. Line employees also are less positive in rating communications effectiveness while minorities are less positive on education/training and promotion opportunities.**
- **Overall, on key measures of diversity performance we find the City is experiencing uneven success: little movement in positive employee evaluations workforce-wide, strong gains in some departments and some serious declines in others.**

Trend: 2001-2004 Diversity Performance

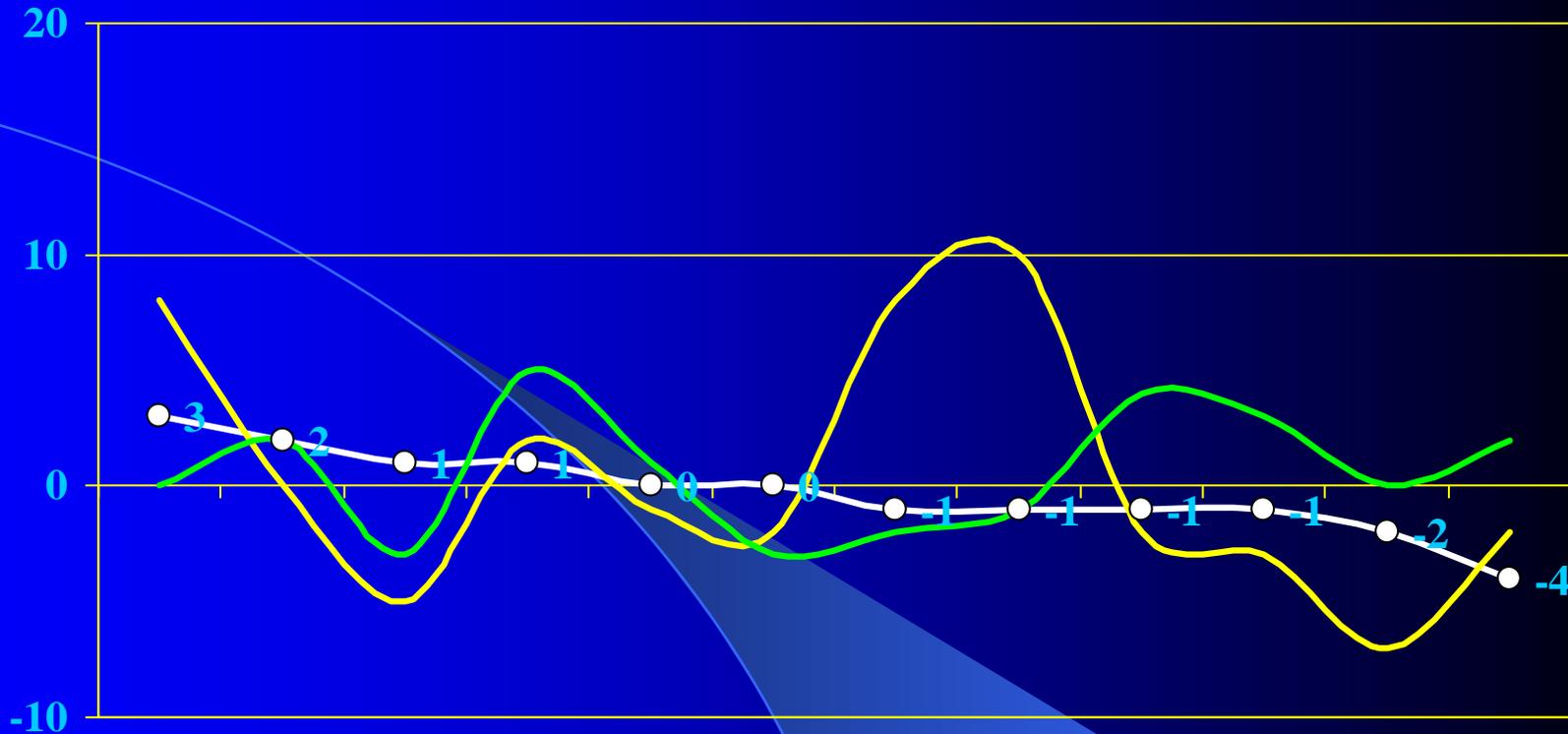
- *These data may indicate a renewed focus and determination from top City leadership on down to line employees is called for. The status quo, as we see it represented in these measures in the fall of 2004, is not enough. And we are concerned that a lapse in momentum may occur. The City has great success stories in some of these departments. Their successes are the model for all.*

Trend: 2001-2004 Diversity Performance



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

Trend: 2001-2004 Diversity Performance



Attract, Recruit, etc.
Clear Communication

Belonging

Safe Environ.

High Morale

Team Players

Promotion Shots

City Overall

Educ./Training

Accomodation

Listening

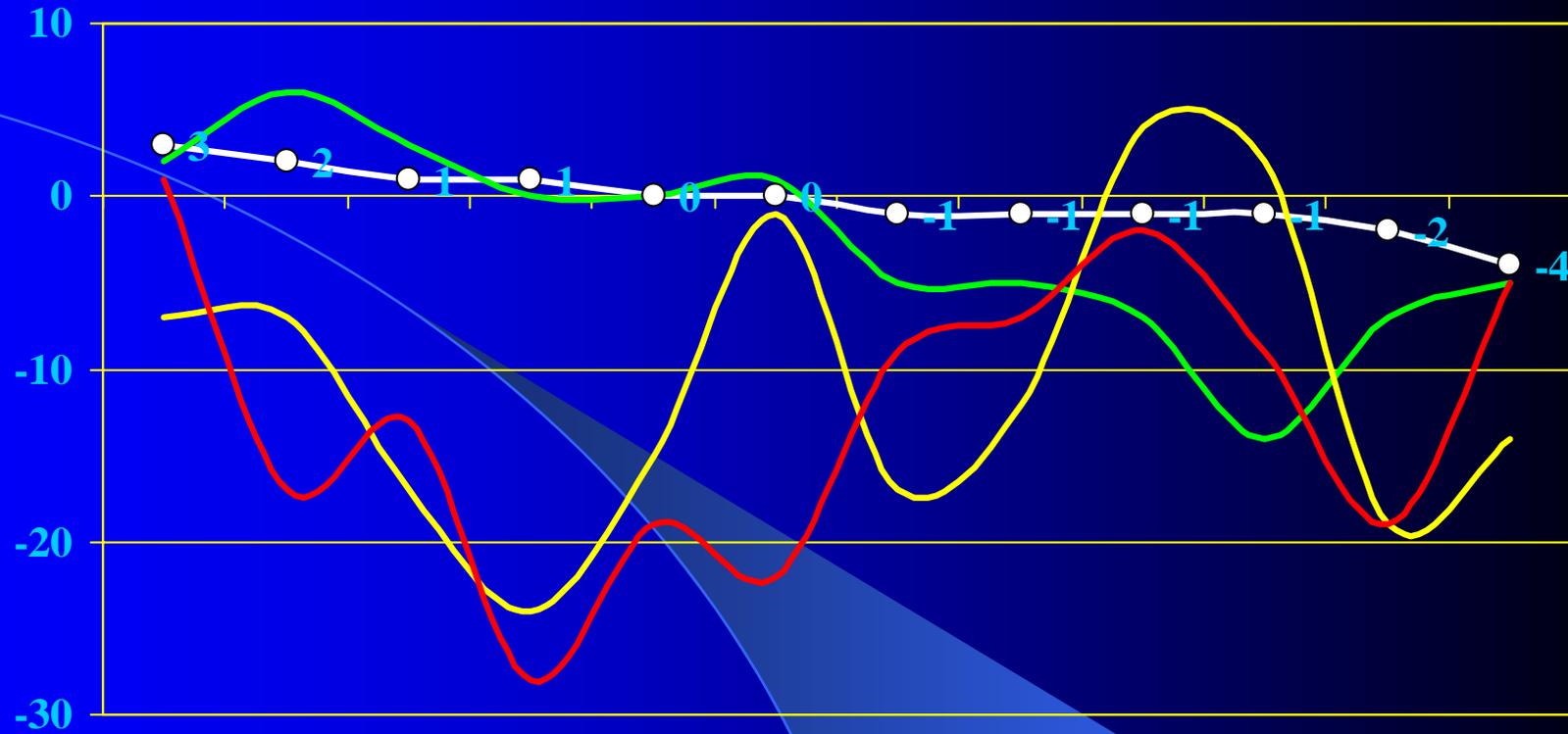
Dept. Overall

● Workforce

— Other Depts.

— Public Works

Trend: 2001-2004 Diversity Performance



Attract, Recruit, etc.
 Clear Communication
 Belonging
 Safe Environ.
 High Morale
 Team Players
 Promotion Shots
 City Overall
 Educ./Training
 Accomodation
 Listening
 Dept. Overall

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

Workplace Culture Issues

- **Successful systemic change efforts address both structural (policies, procedures, rules, regulations, etc.) and cultural (opinions, attitudes, social interaction) aspects of the organization. The next three charts show employee attitudinal data on workforce culture issues in the City. Some measurements we have tracked from the 2001 baseline and the trends from them will be discussed. Others are new for this audit update and reflect emergent issues and developments since the baseline audit.**
- **In the charts we find employee attitudes generally appear quite healthy. Majorities tend to agree with positive statements and disagree with negative ones. This was the case in 2001 and remains so today.**
- *Thus, generally speaking, there remains a positive attitudinal foundation among employees for diversity change to occur.*

Workplace Culture Issues

- **More specifically, we find strong majorities of employees agree their supervisors are trained on diversity issues, they have faith City Manager Manley will listen to and act on employee concerns, they get needed career counseling and are comfortable going to the Diversity Department.**
- **A quarter or less agree with negative statements, like they can't speak up for fear of losing their job, they don't get job coaching, don't trust their supervisor, that City diversity communications are ineffective and their supervisor is uncomfortable dealing with diversity issues.**
- **Further, the charts show substantial variation among departments. Financial Services, Fire and Community Services employees tend to be most positive on these issues, followed closely by Public Works, Water Utilities and the Other departments category.**

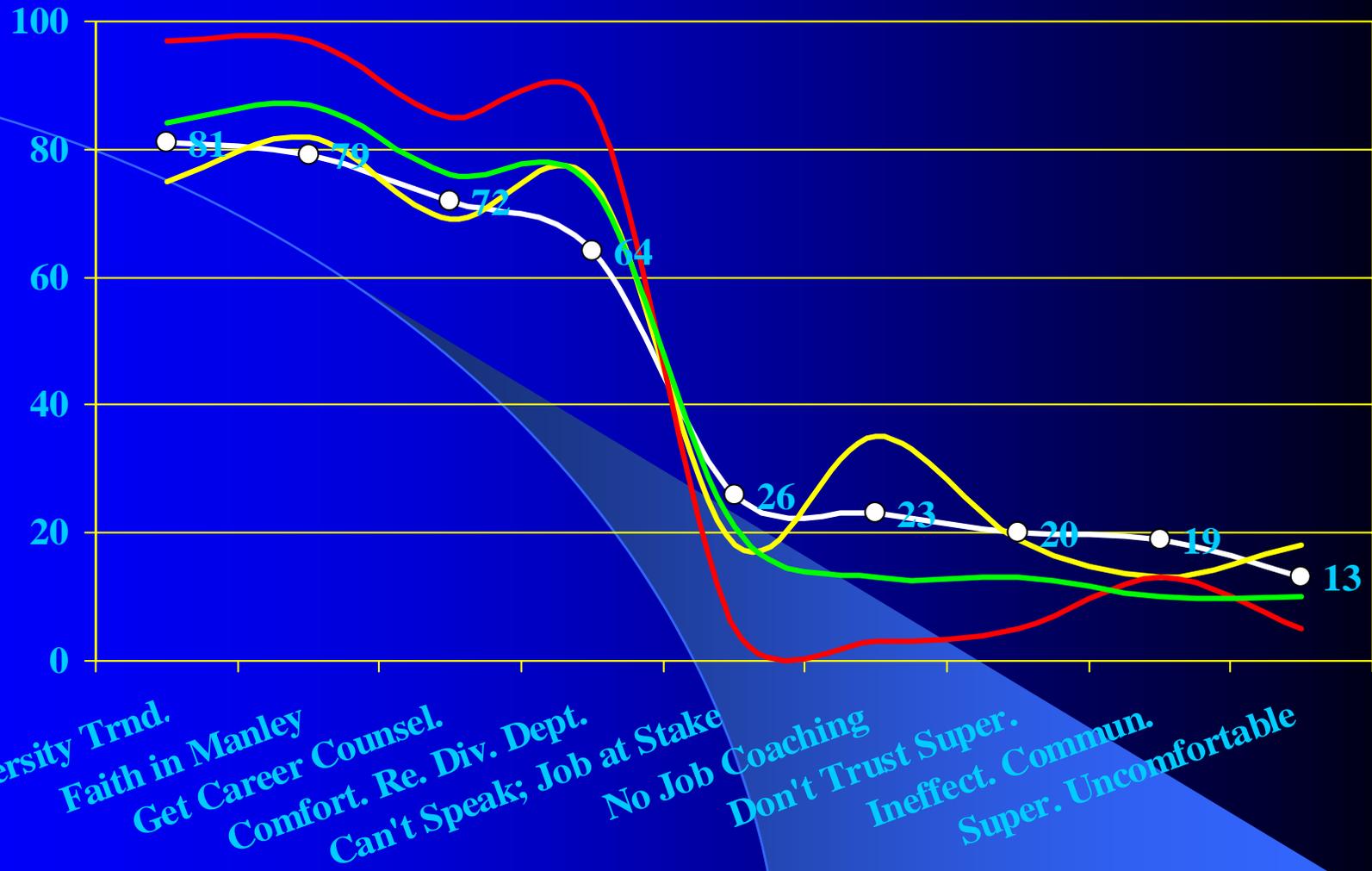
Workplace Culture Issues

- **The third chart in this set shows Information Technology, Police and Development Services employees tend to be significantly less positive on most issues. For example, IT and Development Services are less likely to agree their supervisors are diversity-trained. PD and Development Services employees are less likely to say they have faith City Manager Manley will listen to and act on employee concerns. All three department's employees are more likely to say they can't speak out fearing of losing their job.**
- **The detailed data indicate additional findings. Among them is that minorities, some older, mid- and long-term employees tend to feel more vulnerable, citing job fears and communications issues more frequently, while a third of women are they don't get needed career coaching.**

Workplace Culture Issues

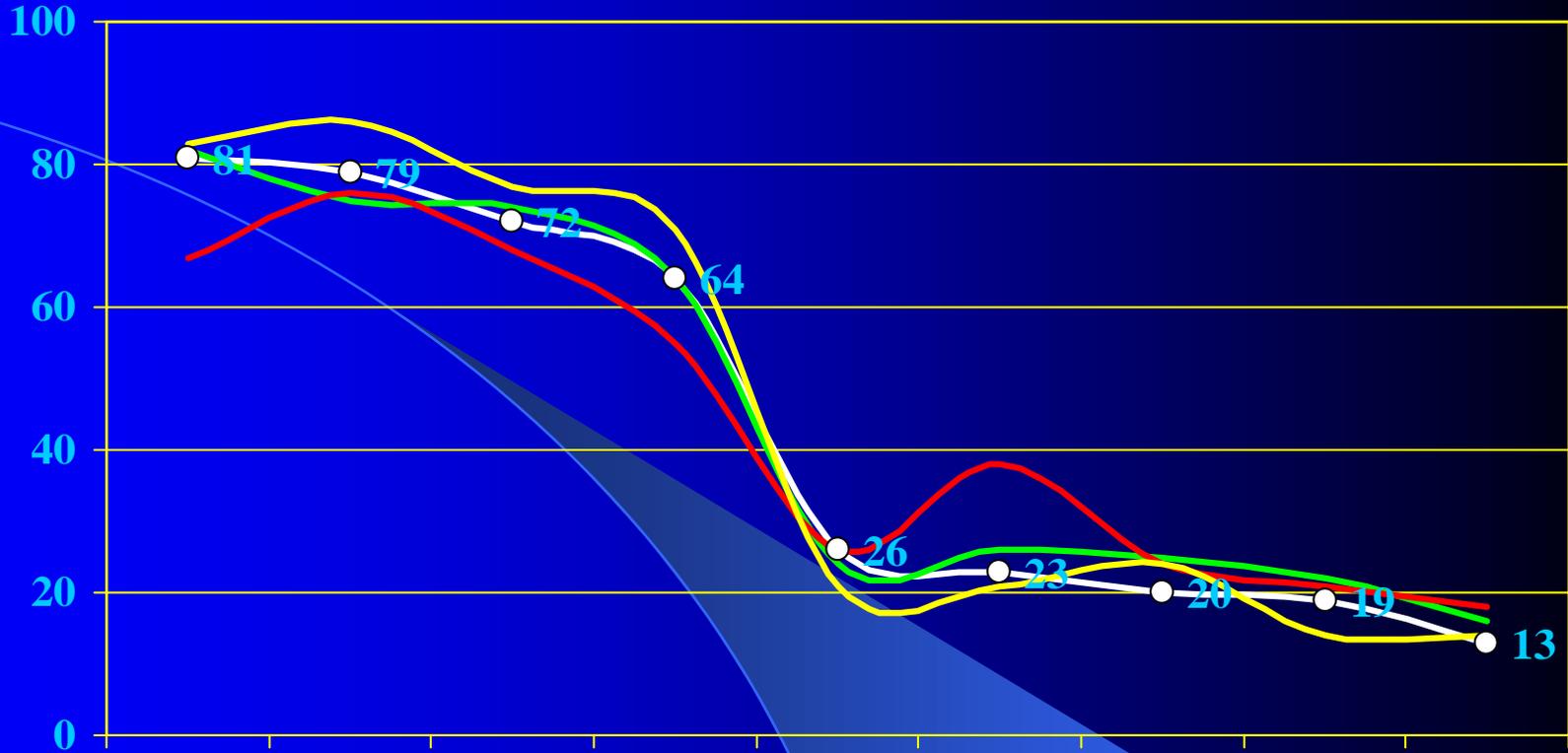
- **This series of questions includes four tracking items: supervisor is trained on diversity, faith in City Manager Manley to listen to and act on employee concerns, don't trust supervisors to look out for employee best interests and can't speak out for fear of losing one's job. The trends indicate no significant change in the percentage of employees who agree on three of the four items and significant change on one item. We find no change on the issues of diversity-trained supervisors, lack of trust in them looking out for employee interests and fear of losing one's job by speaking out. Trust in City Manager Manley to listen and act has declined, down 5 points to 79%, since 2001.**
- *In sum, while the overall workforce holds healthy attitudes and opinions, the detailed data indicate some concerns exist on organizational culture issues. Some are continuing issues. However, it is clear the attitudinal foundation for change among the vast majority of employees remains intact and that City management still has much work to do.*

Workplace Culture Issues, Part 1



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

Workplace Culture Issues, Part 2



Super. Diversity Trnd.

Faith in Manley

Get Career Counsel.

Comfort. Re. Div. Dept.

Can't Speak; Job at Stake

No Job Coaching

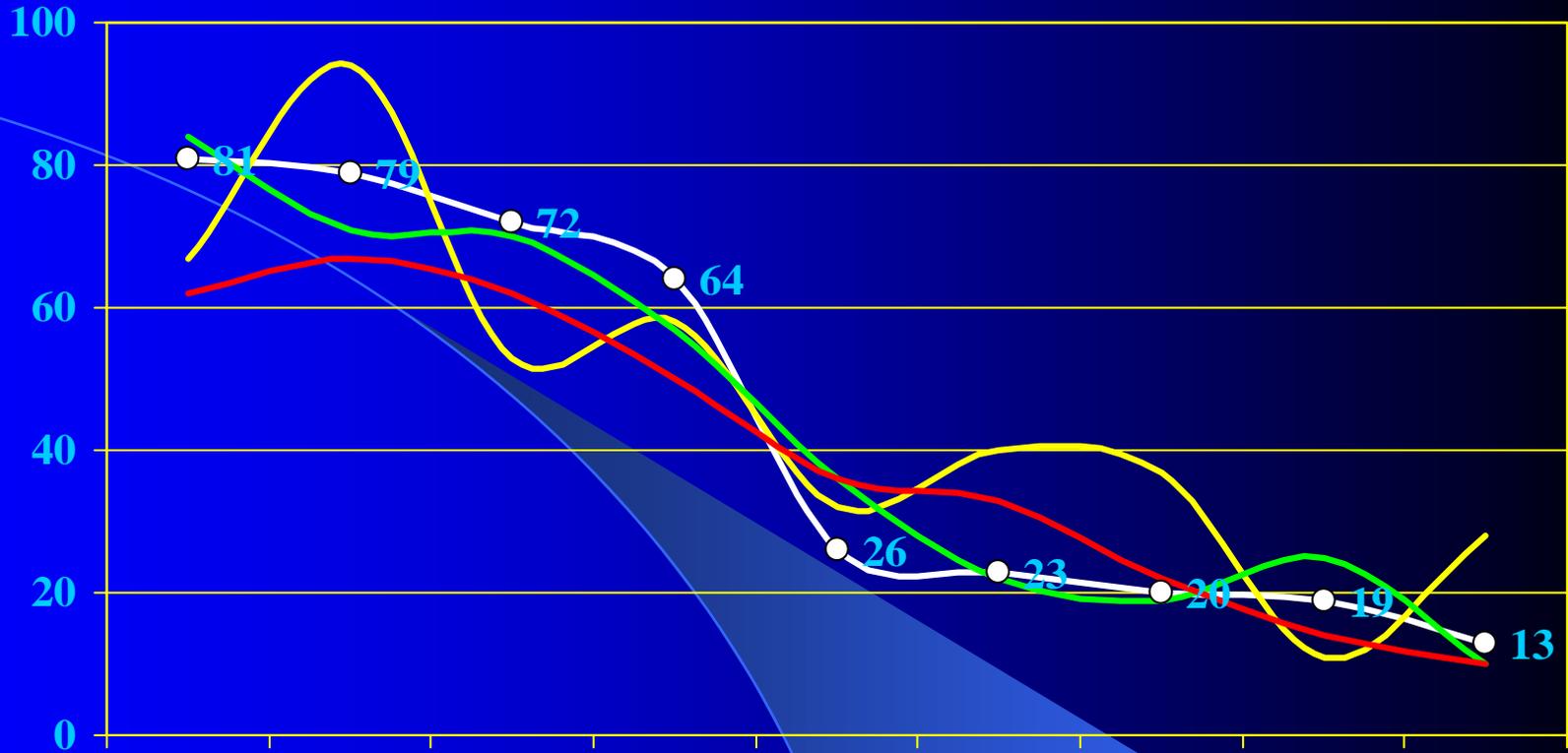
Don't Trust Super.

Ineffect. Commun.

Super. Uncomfortable

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

Workplace Culture Issues, Part 3



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

Workplace Structure Issues

- **The next three charts show employee agreement with statements concerning workplace structure issues: new promotion policies are good, management acts to improve the workplace, the 6-Sided Partnership is a strong employee advocate, the Diversity Department is effective, one's department has implemented its own diversity action plan, the City has a Good Old Boy system favoring some, HR mostly supports management over employees, there's no system for resolving conflicts and the City doesn't do a good job providing career and promotion programs for employees.**
- **These charts also show a relatively healthy overall workforce regarding attitudes on the systemic issues measured. Again, we find strong agreement with positive statements and lower levels of agreement with negative ones.**

Workplace Structure Issues

- **This pattern is most pronounced among employees of Community Services, Fire and the Other departments category. Financial Services, Water Utilities and Public Works employees tend to agree with the statements in percentages close to the sample norm while IT, PD and Development Services employees are somewhat less likely to agree with positive statements and more likely to agree with negative ones.**
- **Looking specifically at key issues such as the 6-Sided Partnership's employee advocacy and Diversity Department effectiveness, we find a fairly strong consensus across-the-board and including demographic breakdowns from the detailed data. The charts show PD is the only department that tends to lag behind on employee perceptions of these issues.**

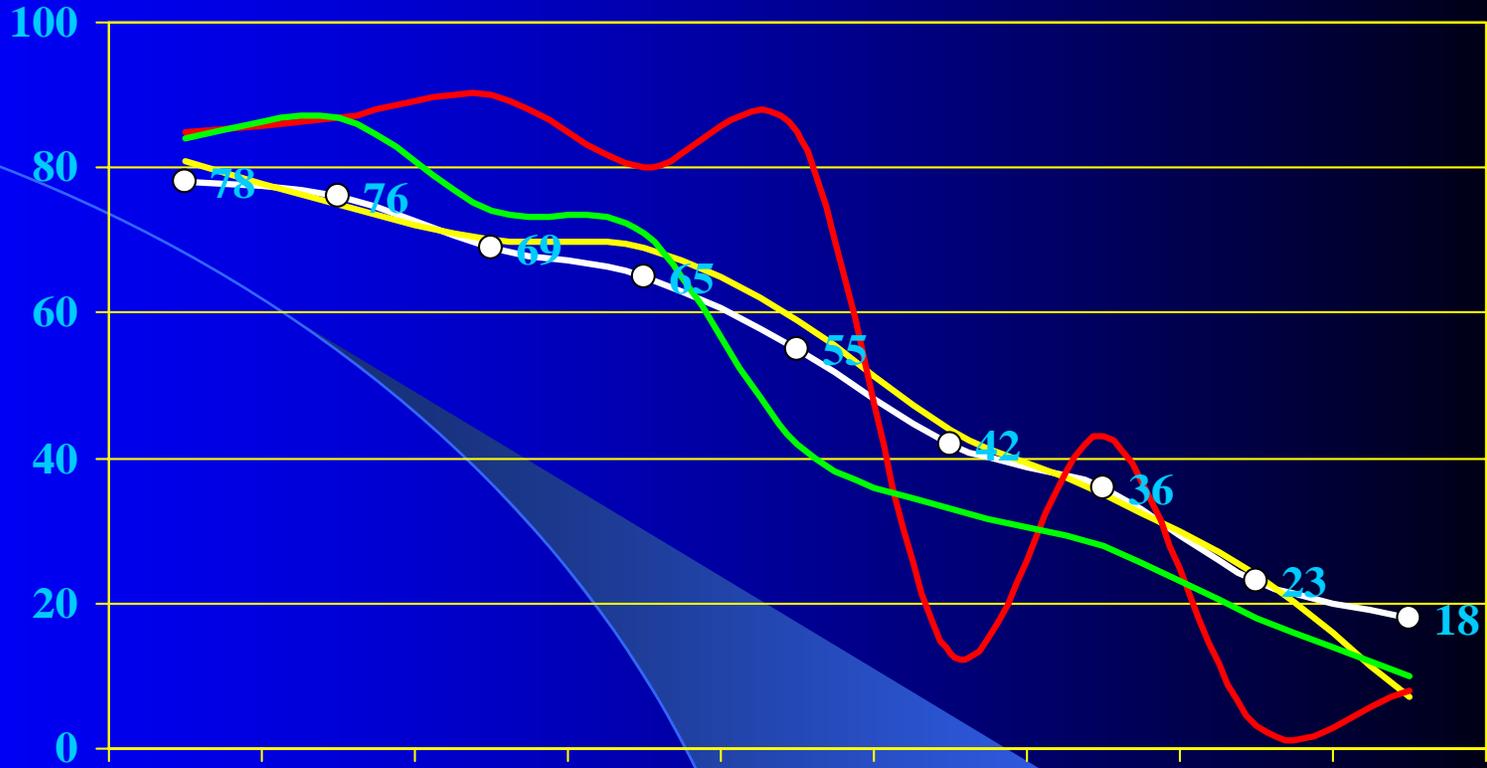
Workplace Structure Issues

- **The detailed data also indicate some crucial findings: line employees, minorities, women, younger employees, some long-term ones, those less educated and affluent and employees in PD and IT are most likely to agree the City has a Good Old Boy system favoring some employees.**
- **Further, we find over half of employees say their department has implemented its own diversity action plan, with those in Financial Services, Fire, Public Works and the Other department category, managers, supervisors, long-term and some older employees and those highly educated and affluent most likely to agree.**
- **Those least likely to agree on the departmental action plan issue include Community Services, Water Utilities, IT, Development Services, line employees, women, minorities and younger employees least likely to agree.**

Workplace Structure Issues

- **And we also note on the two tracking items, the Good Old Boy system and HR supports management, we find no change from 2001 to 2004 in either in the percentages of employees who agree. In short, no progress has been registered workforce-wide on these two key perceptions.**
- **In sum, as with organizational culture issues, we find City employees generally hold healthy attitudes on these structural issues measured. However, the details do indicate some issues-based concerns (Good Old Boy system, departmental action plan implementation) and significant concerns regarding some employee groups: IT, PD, Development Services, women, minorities, line employees and younger ones.**
- **In short, and as with culture issues, a solid foundation of employee perceptions exists but there remains much work for management to do.**

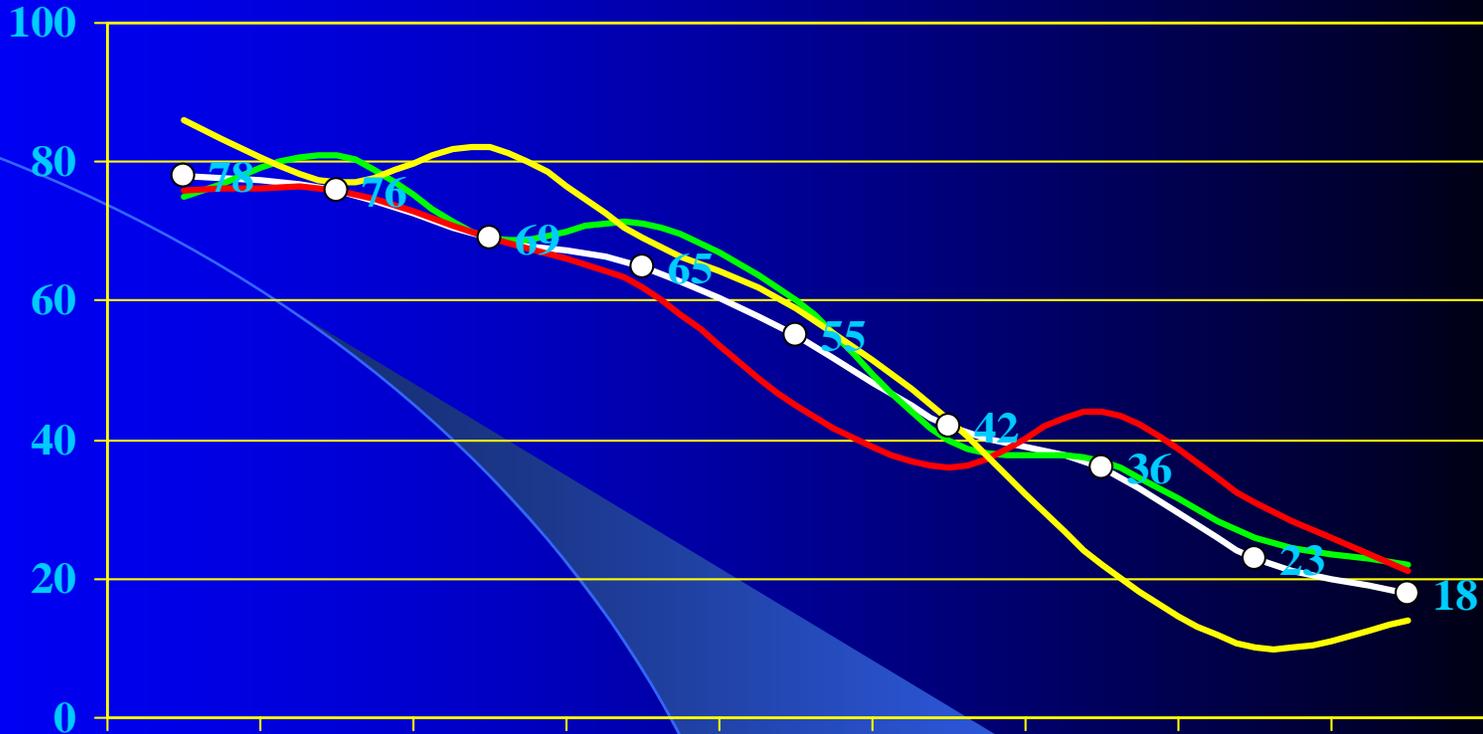
Workplace Structure Issues, Part 1



New Promot. Policies Good
Mgmt. Improves Work.
6-Sided Strong Advocate
Div. Dept. Effective
Dept. Impl. Action Plan
Good Old Boy System
HR Supports Mgmt.
No System for Conflict
City Needs Career Progs.

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

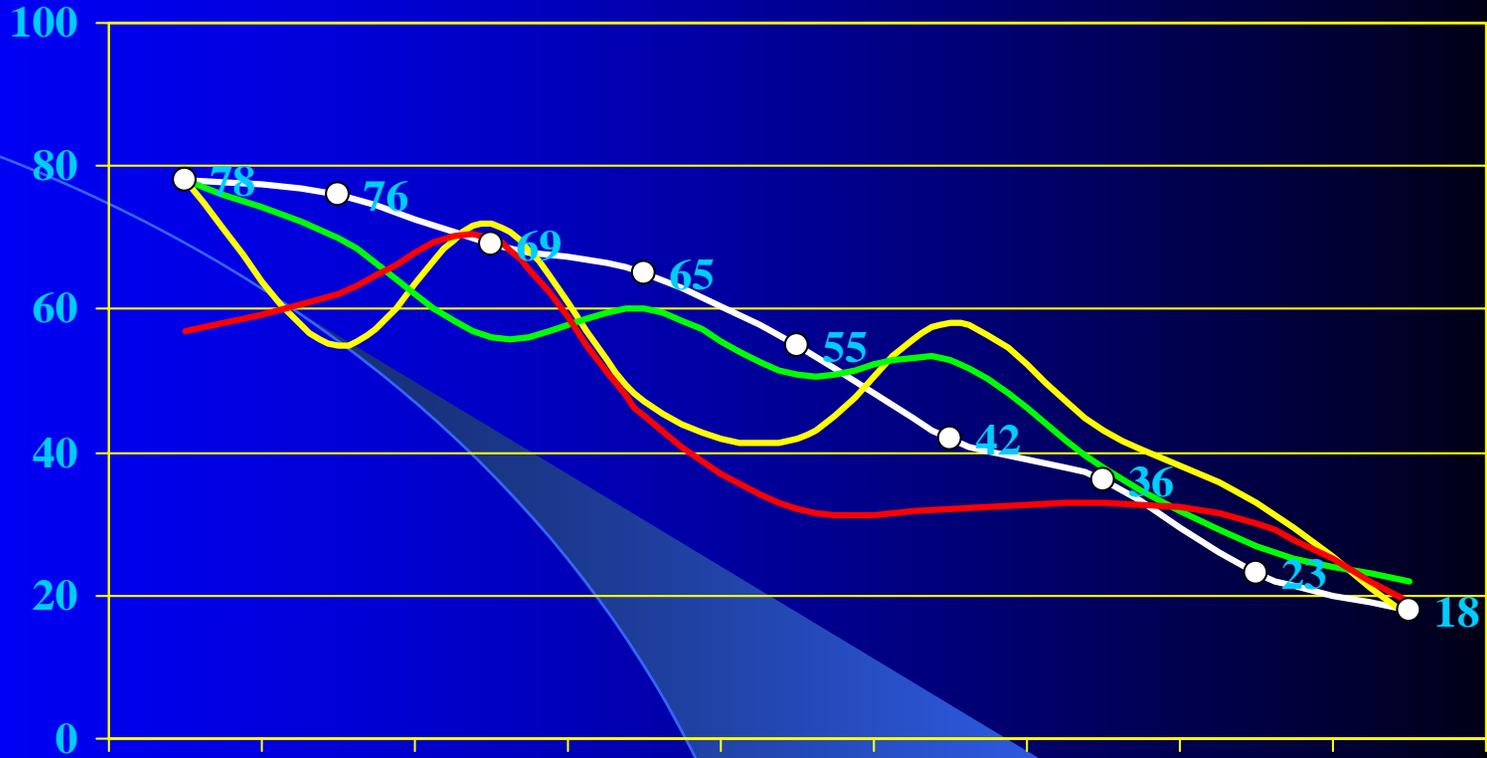
Workplace Structure Issues, Part 2



New Promot. Policies Good
Mgmt. Improves Work.
6-Sided Strong Advocate
Div. Dept. Effective
Dept. Impl. Action Plan
Good Old Boy System
HR Supports Mgmt.
No System for Conflict
City Needs Career Progs.

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

Workplace Structure Issues, Part 3



New Promot. Policies Good
Mgmt. Improves Work.
6-Sided Strong Advocate
Div. Dept. Effective
Dept. Impl. Action Plan
Good Old Boy System
HR Supports Mgmt.
No System for Conflict
City Needs Career Progs.

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

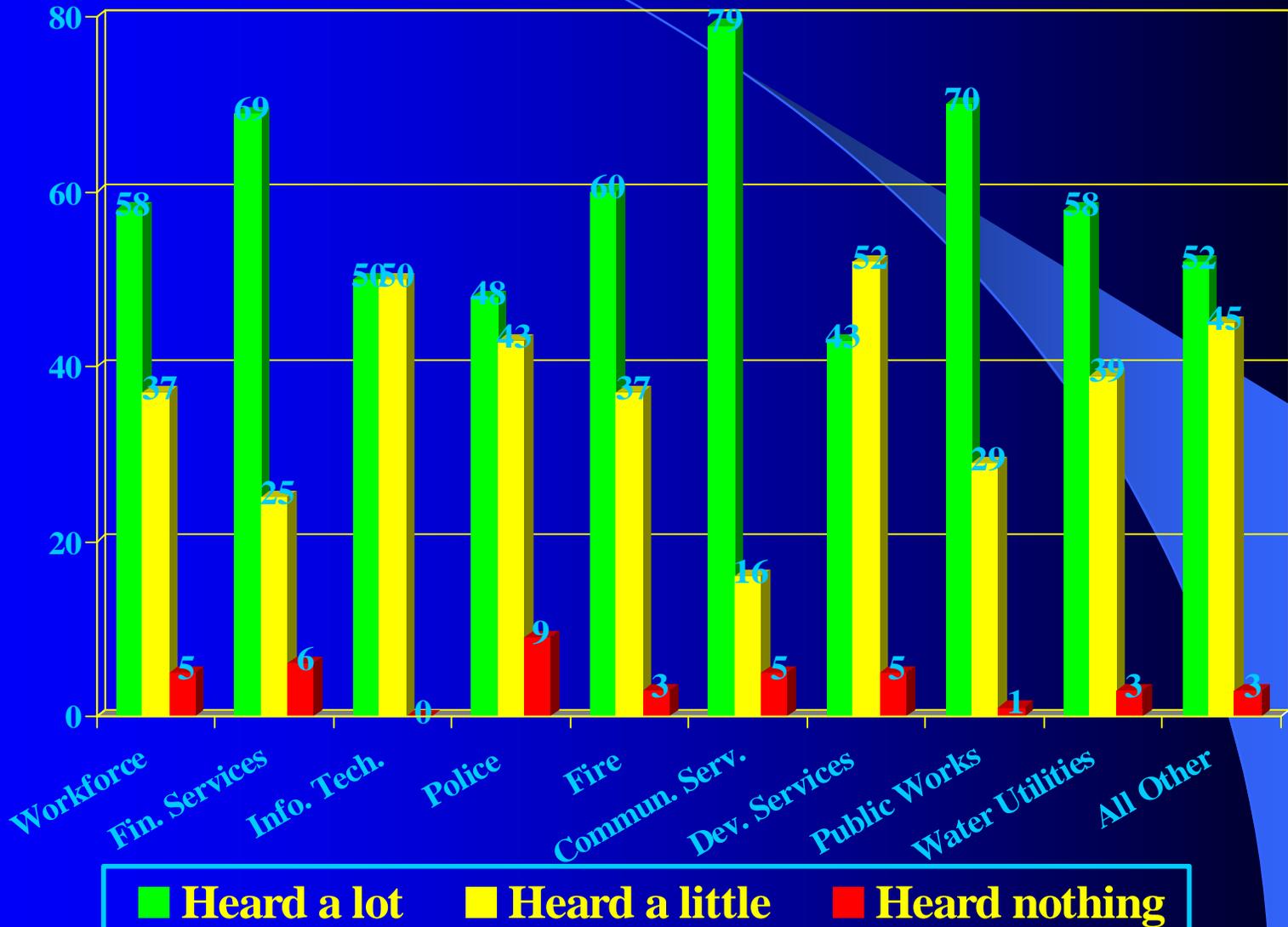
Action Plan Awareness

- **Total awareness of the City's formal Diversity Action Plan is found at 95%, indicating almost all employees have heard something about it. The next chart details this, showing 58% have heard a lot about it while another 37% have heard a little about it. These numbers are excellent and indicate management has had success getting information about the action plan out to employees.**
- **The chart shows the highest levels of awareness of the action are found among employees in Financial Services, Community Services and Public Works, in addition to managers, supervisors, women and minorities. This indicates real targeted success in "getting the word out" particularly relative to Public Works, women and minorities.**

Action Plan Awareness

- **Significantly lower levels of awareness are found among employees in IT, PD, Development Services, Other departments, line employees, some new and mid-term employees and younger ones. Thus, we continue to have communications concerns relative to some and particularly on such a crucial issue as awareness of the Diversity Action Plan.**

Action Plan Awareness by Department



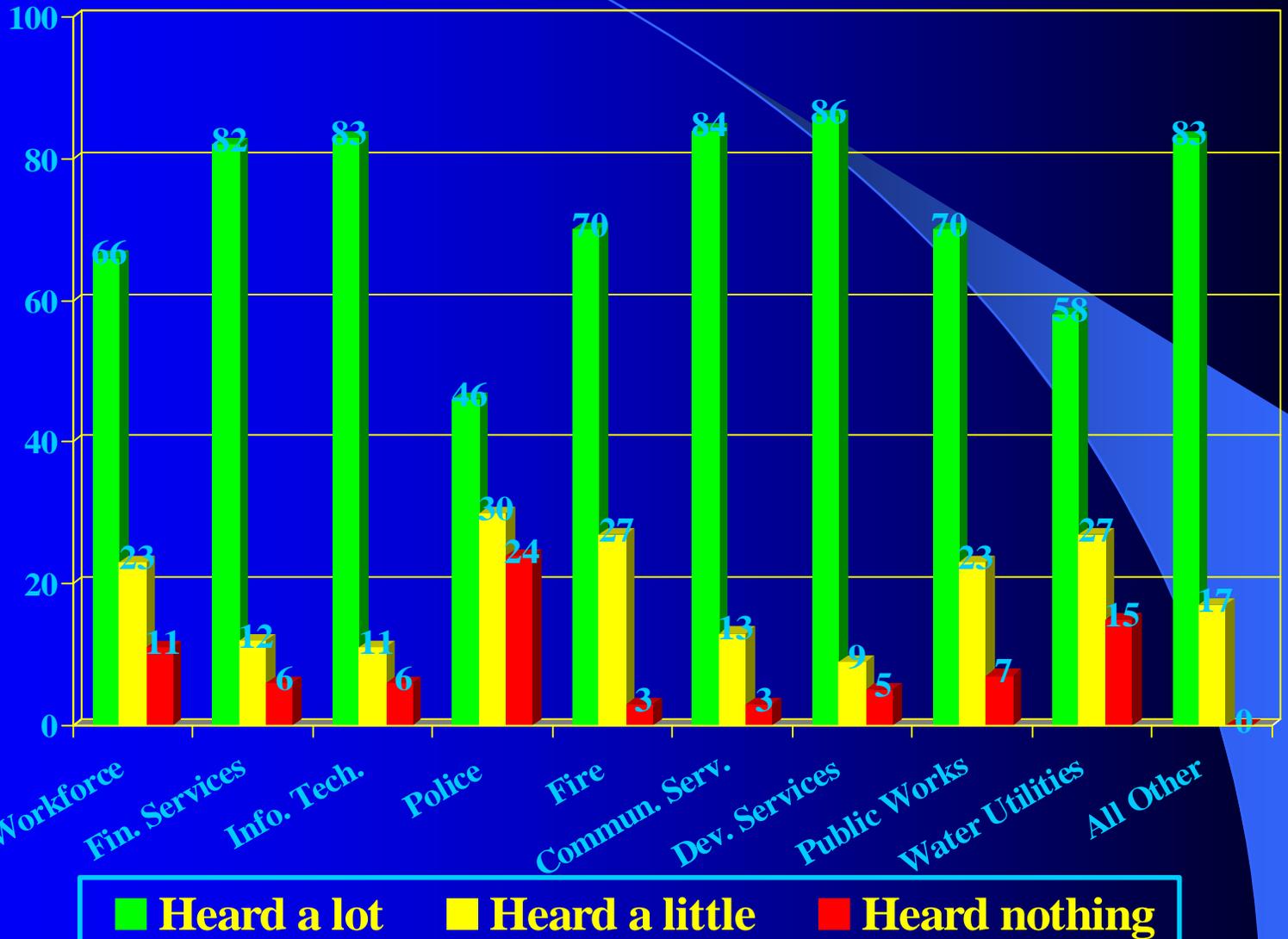
Partnership Awareness

- **Total awareness of the 6-Sided Partnership is found at a healthy 89%, with two-thirds having heard a lot about it and another quarter having heard a little bit.**
- **The next chart shows awareness of this issue is significantly higher than the overall workforce among employees in most departments save Fire, Public Works, PD and Water Utilities. In Fire and Public Works, high awareness levels at the sample norm. In the latter two, the percentages of employees who have heard a lot about the partnership fall well below it, as do the numbers for line and minority employees. In fact, a quarter of PD employees and 15% of Water Utilities say outright they've heard nothing about the 6-Sided Partnership at all.**

Partnership Awareness

- **In sum, again our data indicate City management has done a good job overall getting the word out about the 6-Sided Partnership. However, additional information should be communicated and particularly targeting the employees groups noted above.**

Partnership Awareness by Department



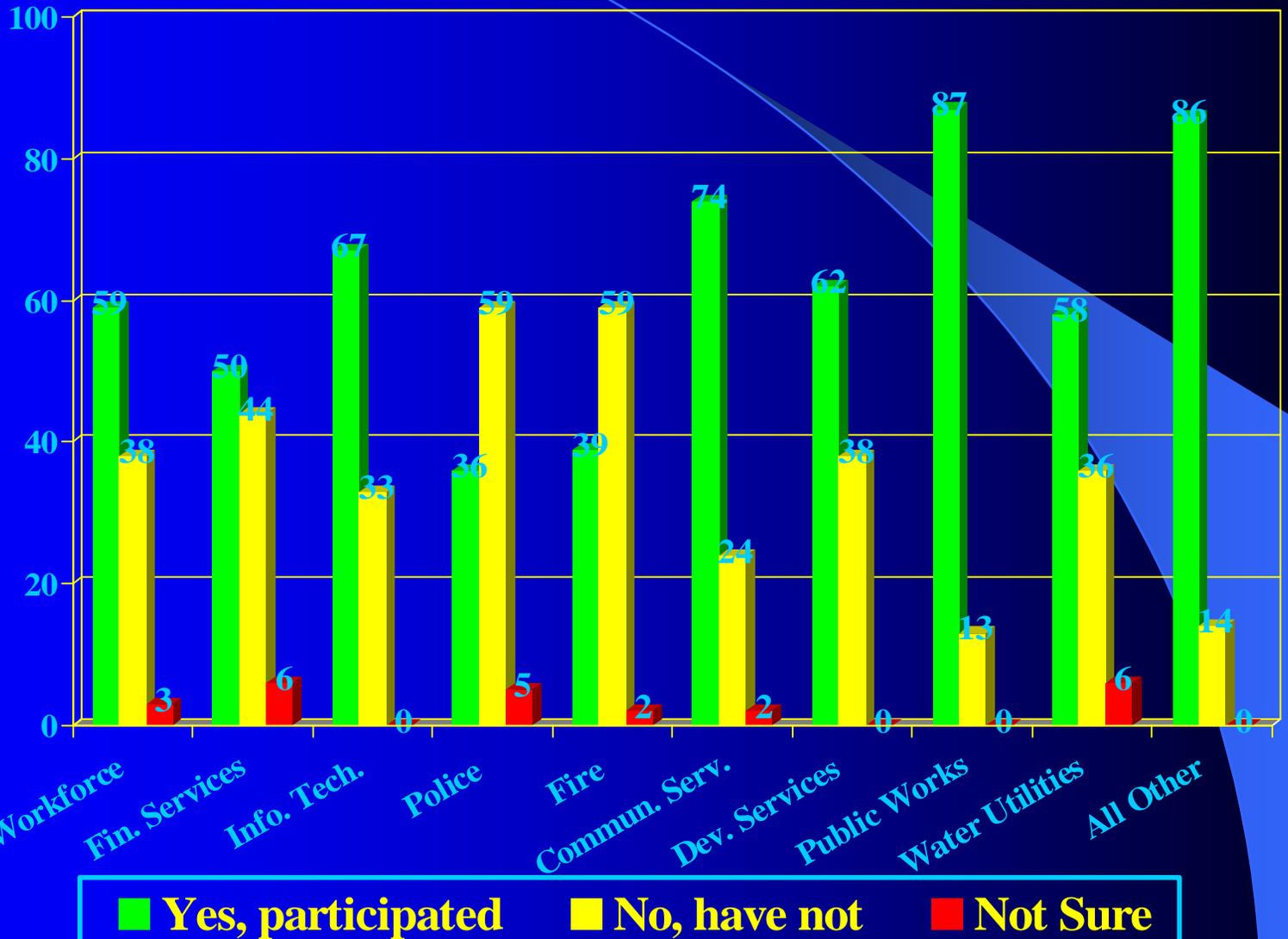
MST Participation and Evaluation

- **The next two charts show whether employees have participated in the Mandatory Skills Training program and how they evaluate it. (MST is voluntary for line employees.)**
- **We find almost six of ten employees have participated in it and participation is most pronounced among those in IT, Community Services, Public Works and the Other department category. Further, the detailed data indicate high participation levels among managers, supervisors, long-term employees, middle age ones, those with the most and least education and some affluent employees.**
- **Significantly lower levels of participation are found among employees in Financial Services, PD, Fire, line employees, newcomers, younger employees and sworn police officers.**
- **The participation numbers are very encouraging yet they also indicate proliferation of this training should continue aggressively.**

MST Participation and Evaluation

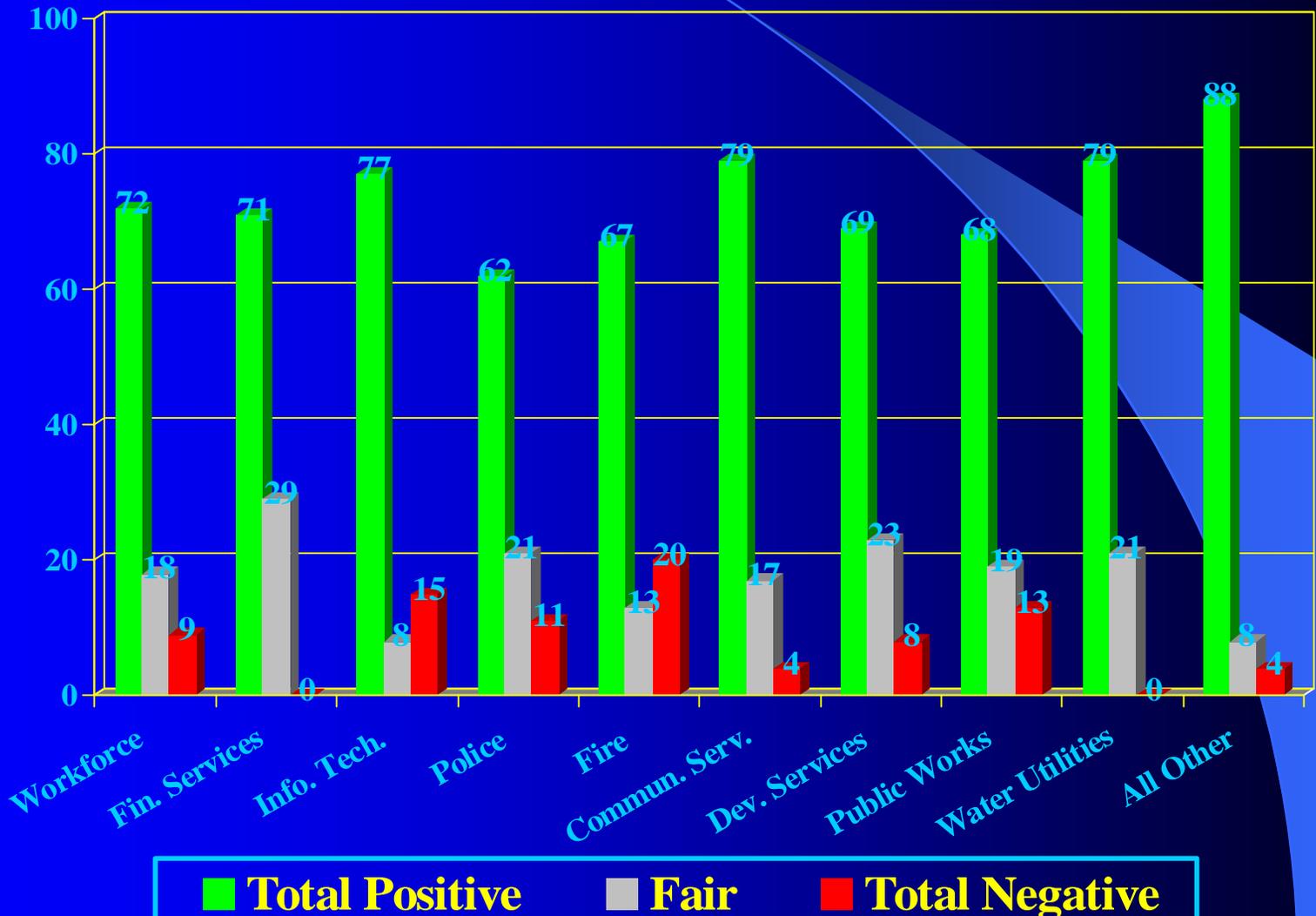
- **The second chart shows that, of participants, positive evaluations of MST outnumber negative ones by a very wide margin (72% positive vs. 9% negative). This is highly encouraging and the training program clearly is successful given such an evaluation.**
- **We find significantly more positives among employees of IT, Community Services, Water Utilities and Other departments, in addition to managers, minorities, mid- and some long-term employees, older ones and those most educated.**
- **The chart also shows slightly less enthusiastic evaluations from employees in Fire and PD, with significantly higher negatives found among Fire and IT employees. The detailed data indicate more tempered evaluations among supervisors, Anglos, some middle age employees and sworn police officers.**
- **Clearly, the MST program is successful and we believe proliferation should continue aggressively, as noted previously.**

MST Participation by Department



MST Evaluation by Department

(As % of participants)



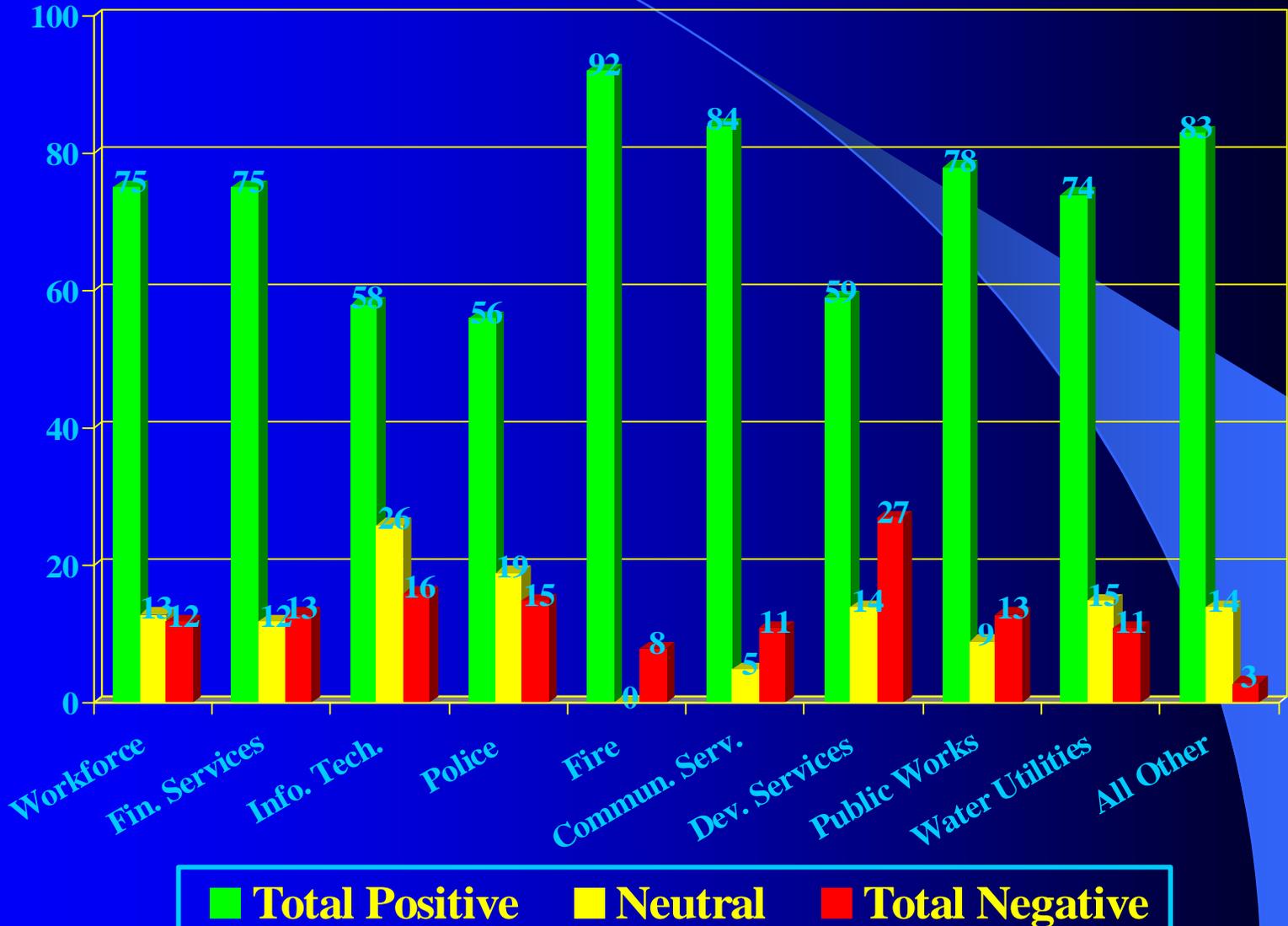
Posttest Dept. Diversity Rating

- **After employees had heard all the information from the interview, we asked them again to rate their department's diversity performance. The next chart shows the results.**
- **We find positive ratings outpace negative ones by wide margins (75% vs. 12%) and this is consistent across most employee groups. In fact, positive ratings increased slightly (+3 pts.) from those given early in the interview. Thus, more information about diversity issues appears to, at minimum, reinforce positive perceptions regarding one's department.**
- **The chart shows higher positive ratings among employees of Fire, Community Services and the Other department category, in addition to managers and those most educated.**

Posttest Dept. Diversity Rating

- **Significantly fewer positives are found among employees of IT, PD and Development Services, in addition to some long-term employees, younger ones, those less educated and sworn police officers.**
- *Thus, including all information in this report, we recommend City management continue an ongoing give-and-take dialogue on diversity issues directly with all employees and, further, ensure their involvement in key diversity-related strategies and implementation issues.*
- *In addition, we strongly recommend that top leadership of the City ensures all departments, their managers and supervisors are directly involved in and accountable for diversity-related change or the lack thereof.*

Posttest Dept. Diversity Rating by Department



Importance of Diversity

- **The final issue tested in the research was to determine the importance of the diversity to employees. The next chart shows the results of that measurement.**
- **By a margin of eight to one, employees say diversity issues are important to them. Not only are diversity issues important, this finding also mirrors the one from the baseline audit research in 2001, thus indicating the importance of diversity persists over time. In short, diversity involves issues the City must embrace if they expect to attract and retain top quality employees to provide citizens excellent municipal services over time.**

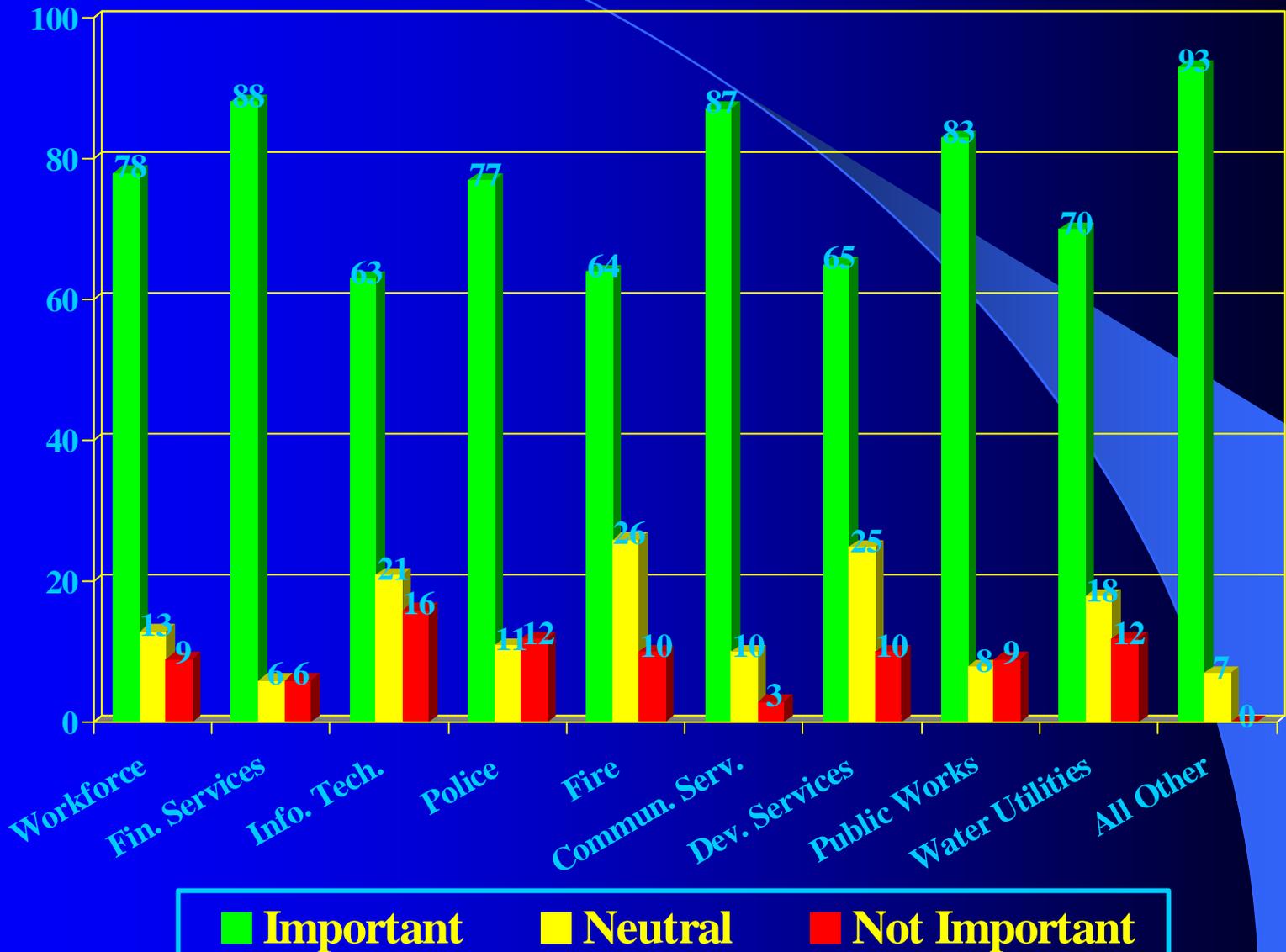
Importance of Diversity

- **The chart also shows strong majorities of employees in all departments rate diversity as important. The highest ratings are found among employees in Financial Services, Community Services, Public Works and the Other department category. As is evident from this report, it is these departments that have consistently posted the strongest and most positive numbers throughout the research.**
- **In addition, we note consistently strong importance ratings across every single employee group, especially managers, women, minorities, newer employees, long-term ones, younger employees, non-sworn police personnel and those less affluent.**

Importance of Diversity

- **Significantly lower importance is placed on diversity among employees of IT, Fire, Development Services and Water Utilities, in addition to some mid- and long-term employees, men, older ones and sworn police officers.**
- **Clearly, then, diversity issues are vitally important to the vast majority of City employees and, thus, to the City itself and its health, well-being and effectiveness in providing municipal services. *The City is on the right track and should continue on that path.***
- **After 3 years of much diversity-related activity within the City, we continue to find some who do not appear to understand or, perhaps, be willing to act on diversity-related strategies and implementation issues. Among those where such strategies and issues are less important (particularly departments), *it certainly appears top City management should develop and engage in plans to improve diversity performance among them.***

Importance of Diversity by Department





Jamieson

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Diversity Audit Team