



Jamieson

Gutierrez

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

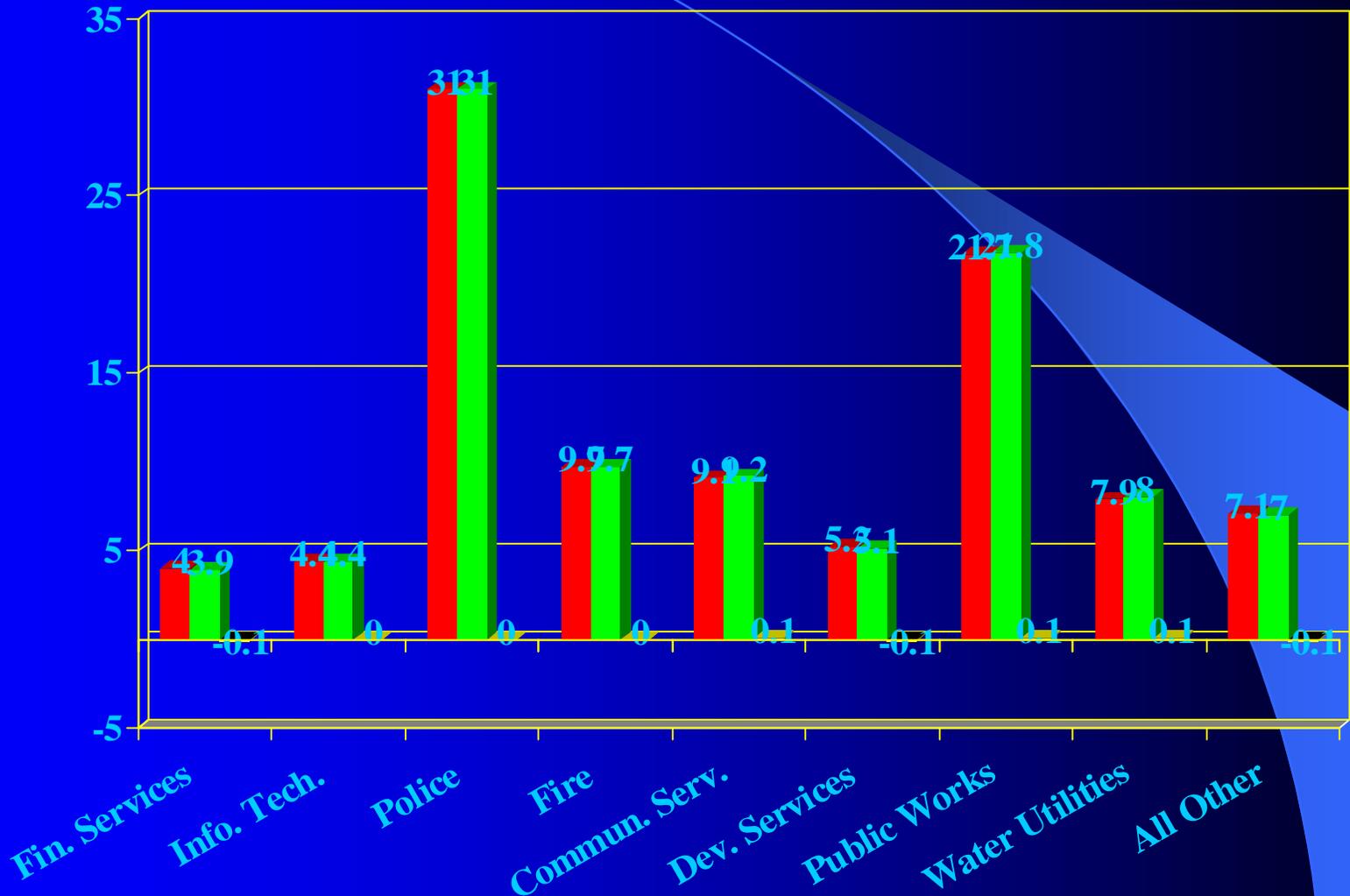
Parameters of the Workforce Survey

- **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

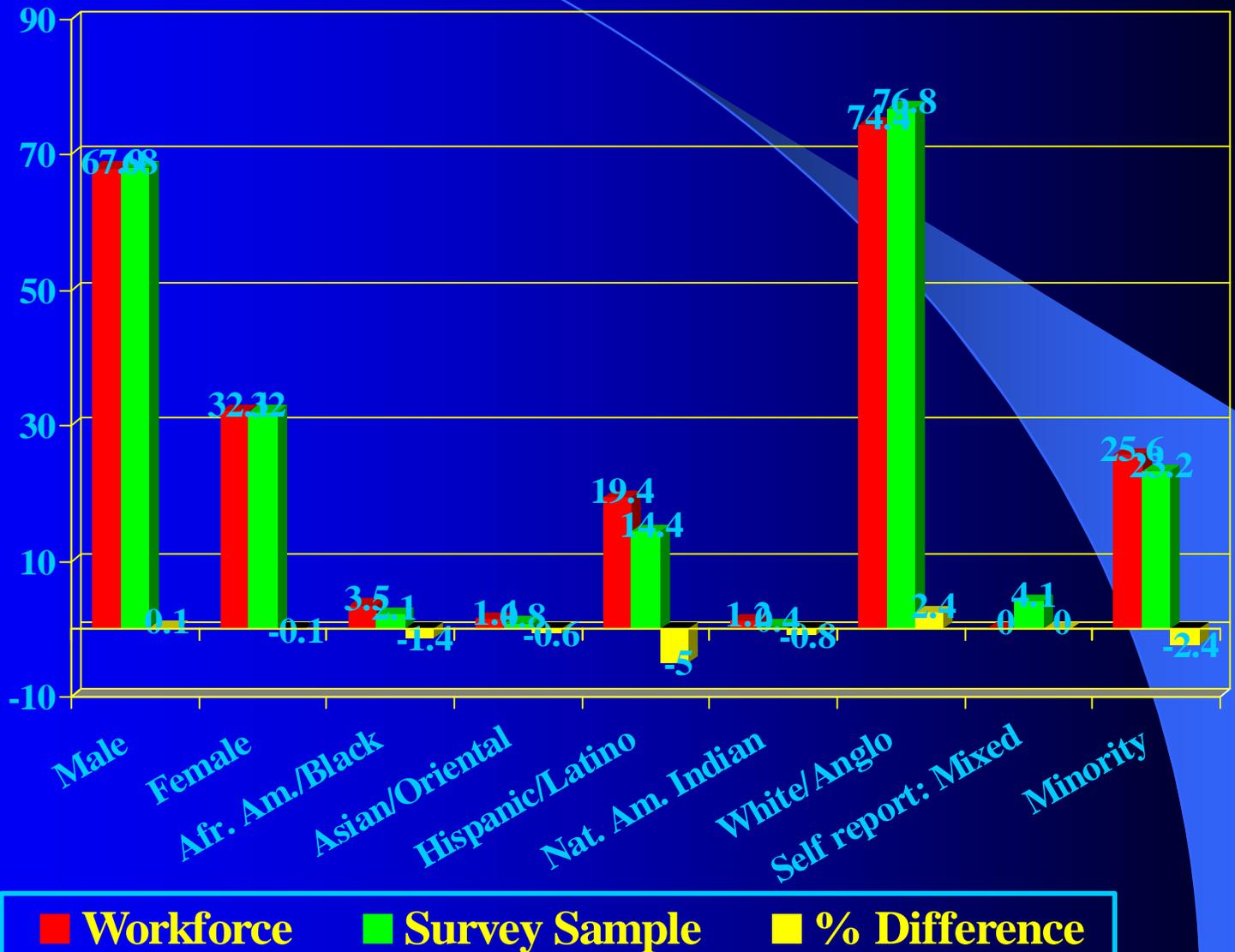


Workforce

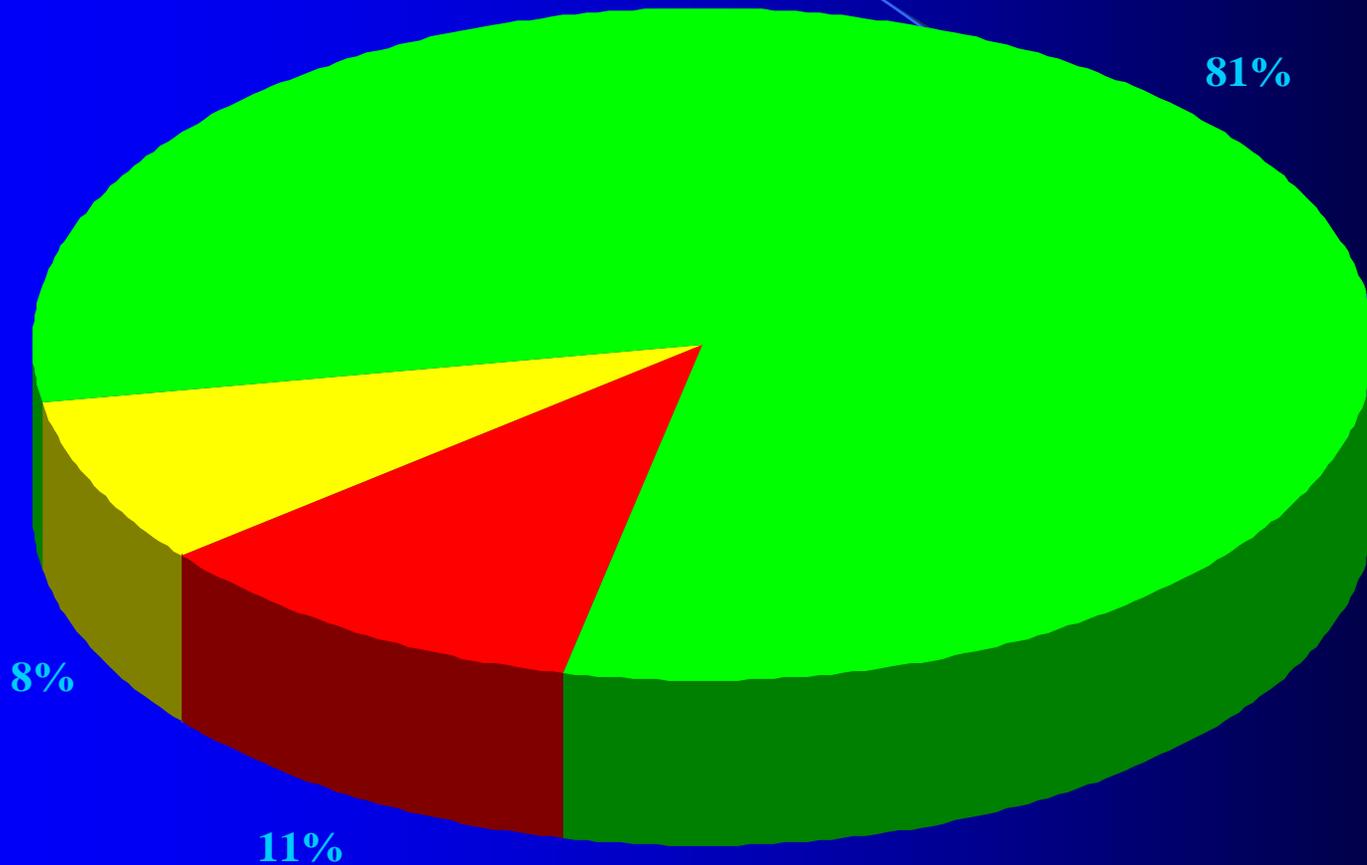
Survey Sample

% Difference

Workforce, Sample by Gender, Ethnicity



The Direction the City is Headed

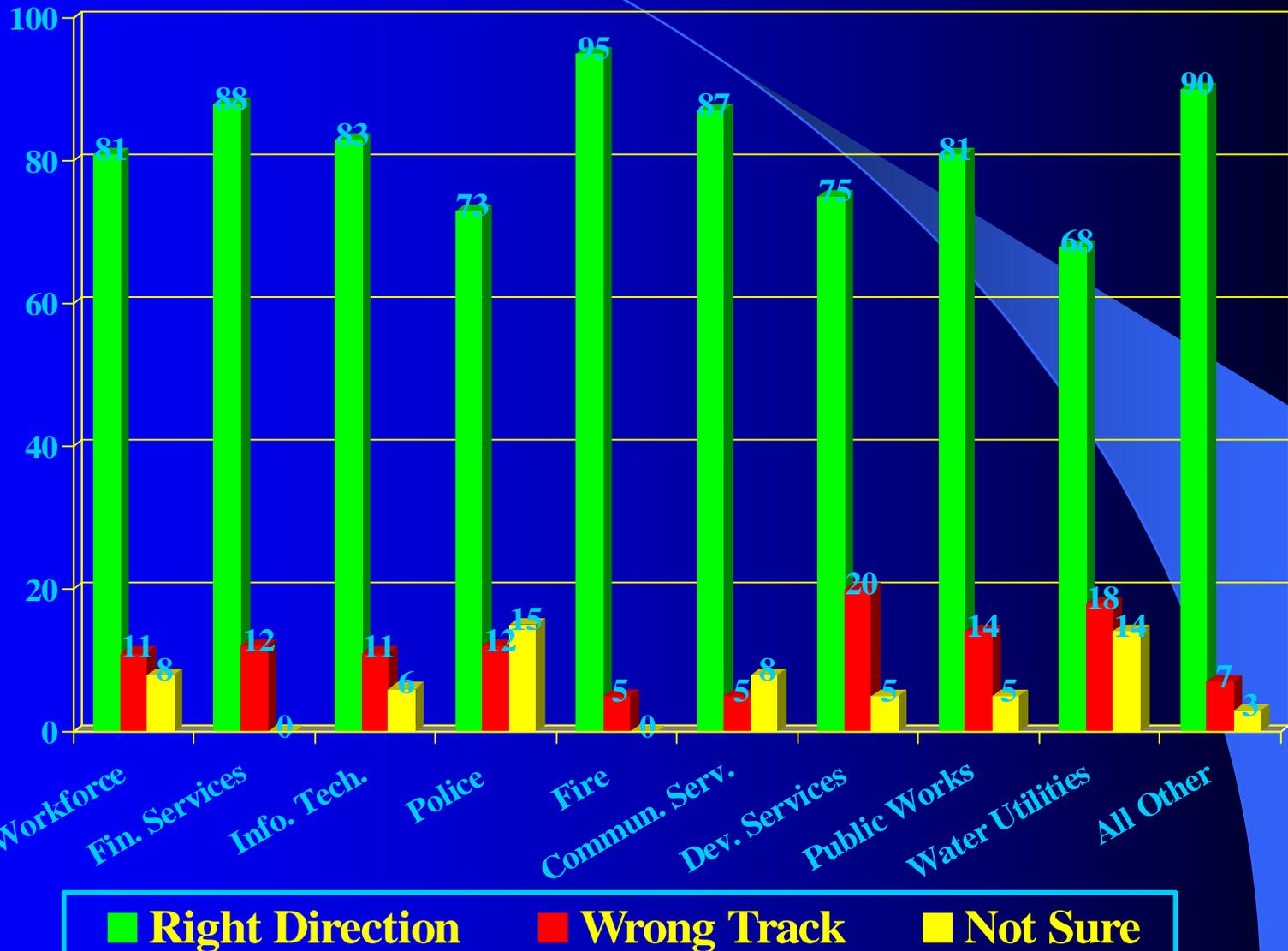


■ Right Direction

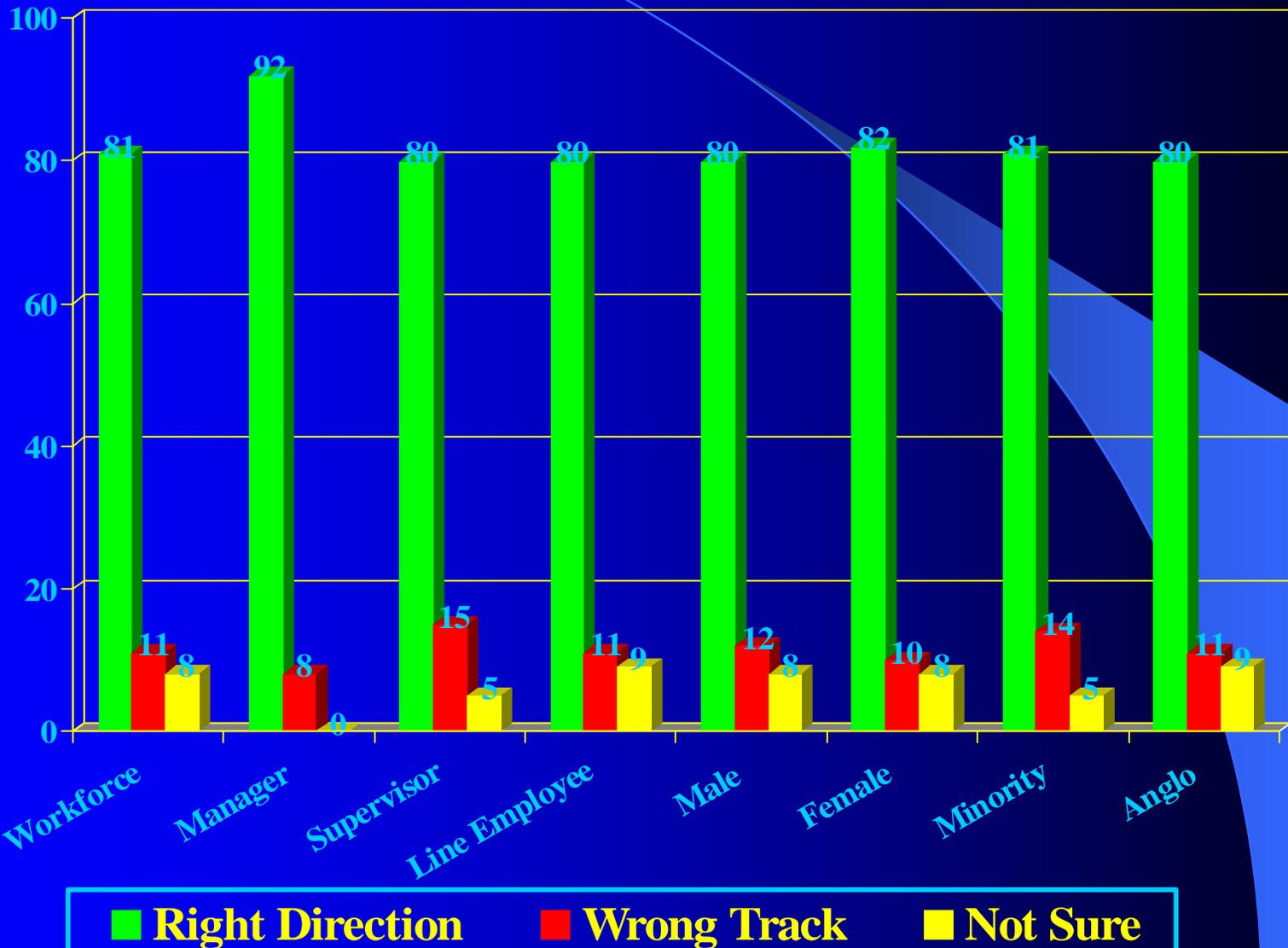
■ Wrong Track

■ Not Sure

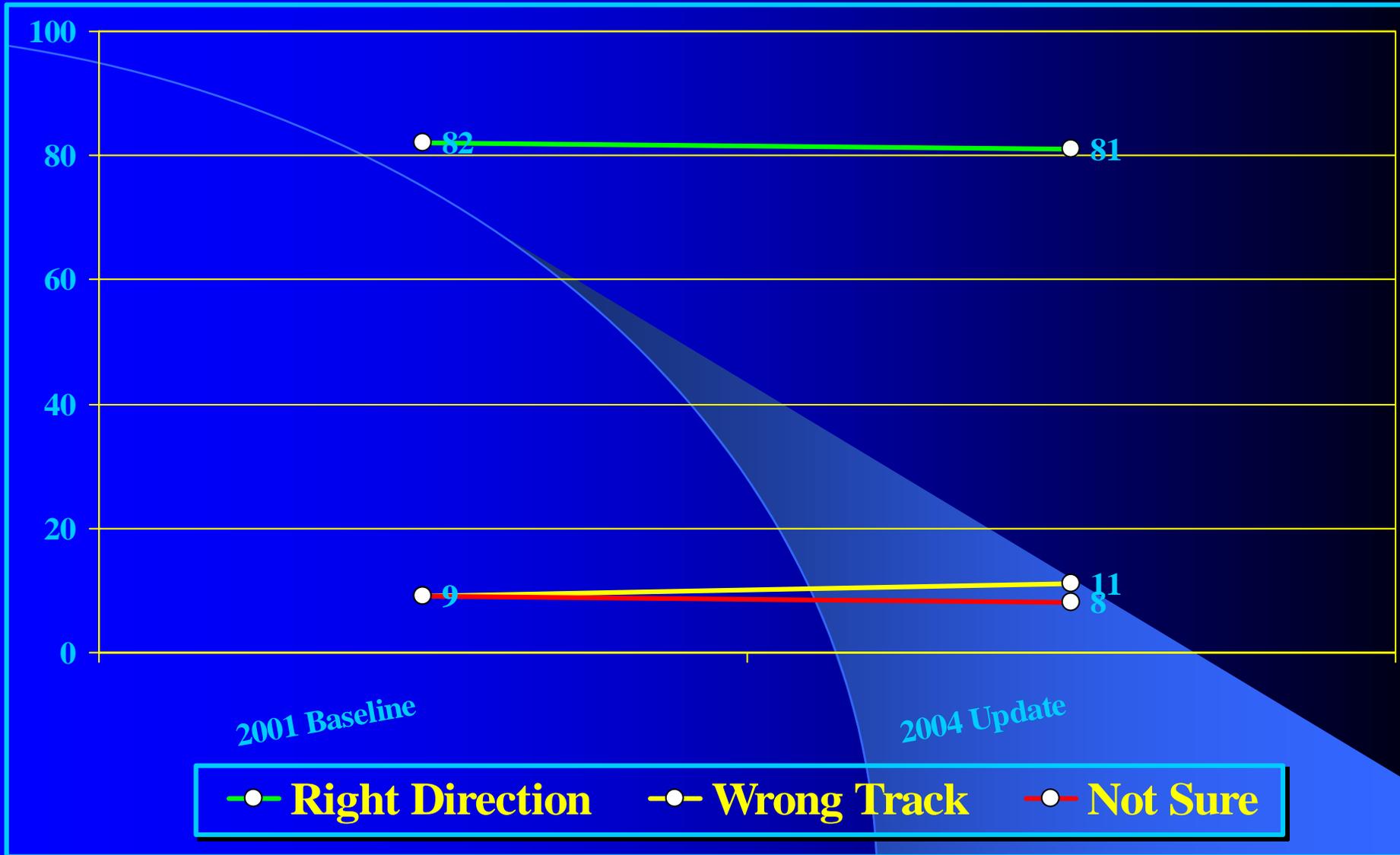
City Direction by Department



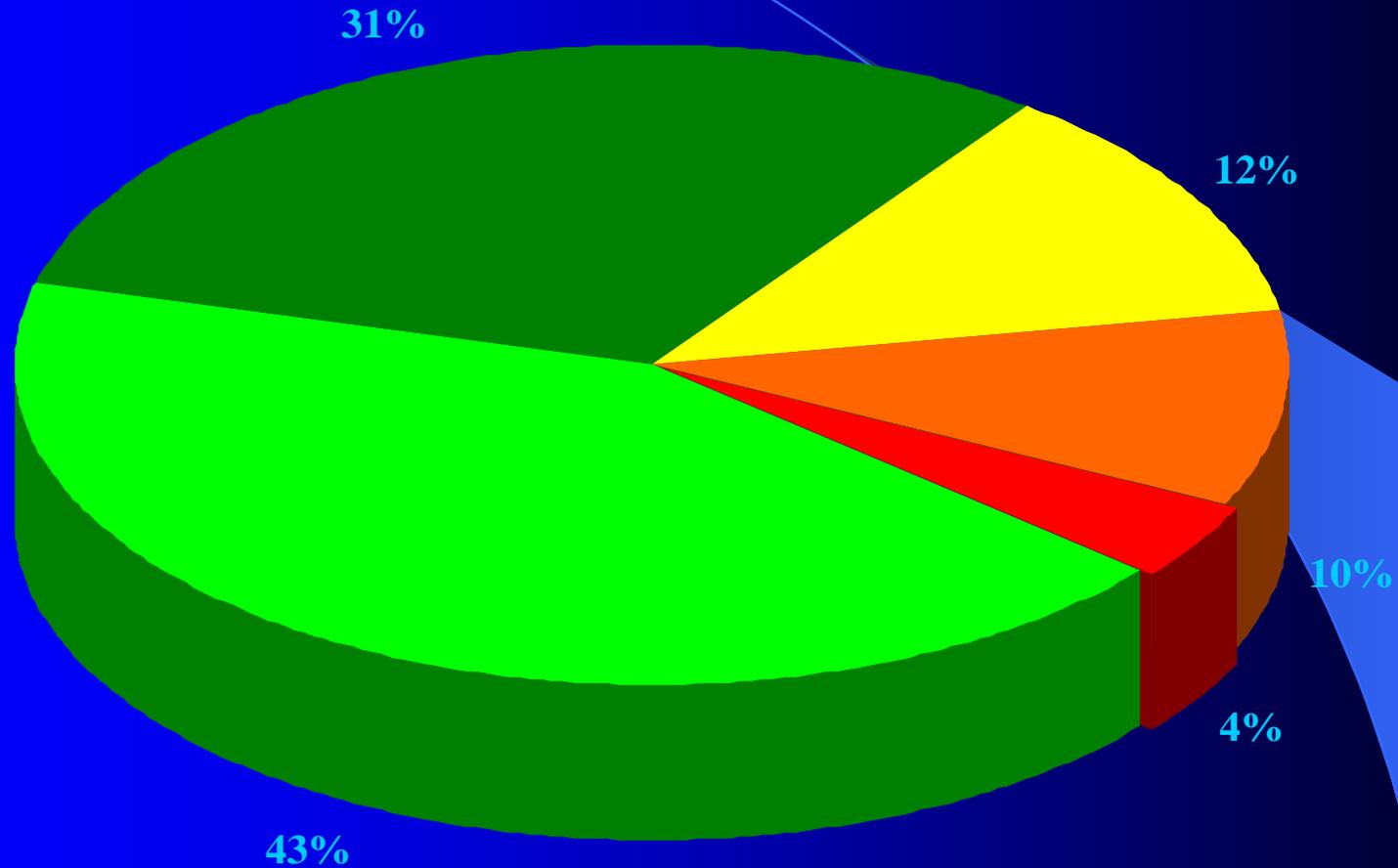
City Direction by Demographics



Trend: Direction the City is Headed



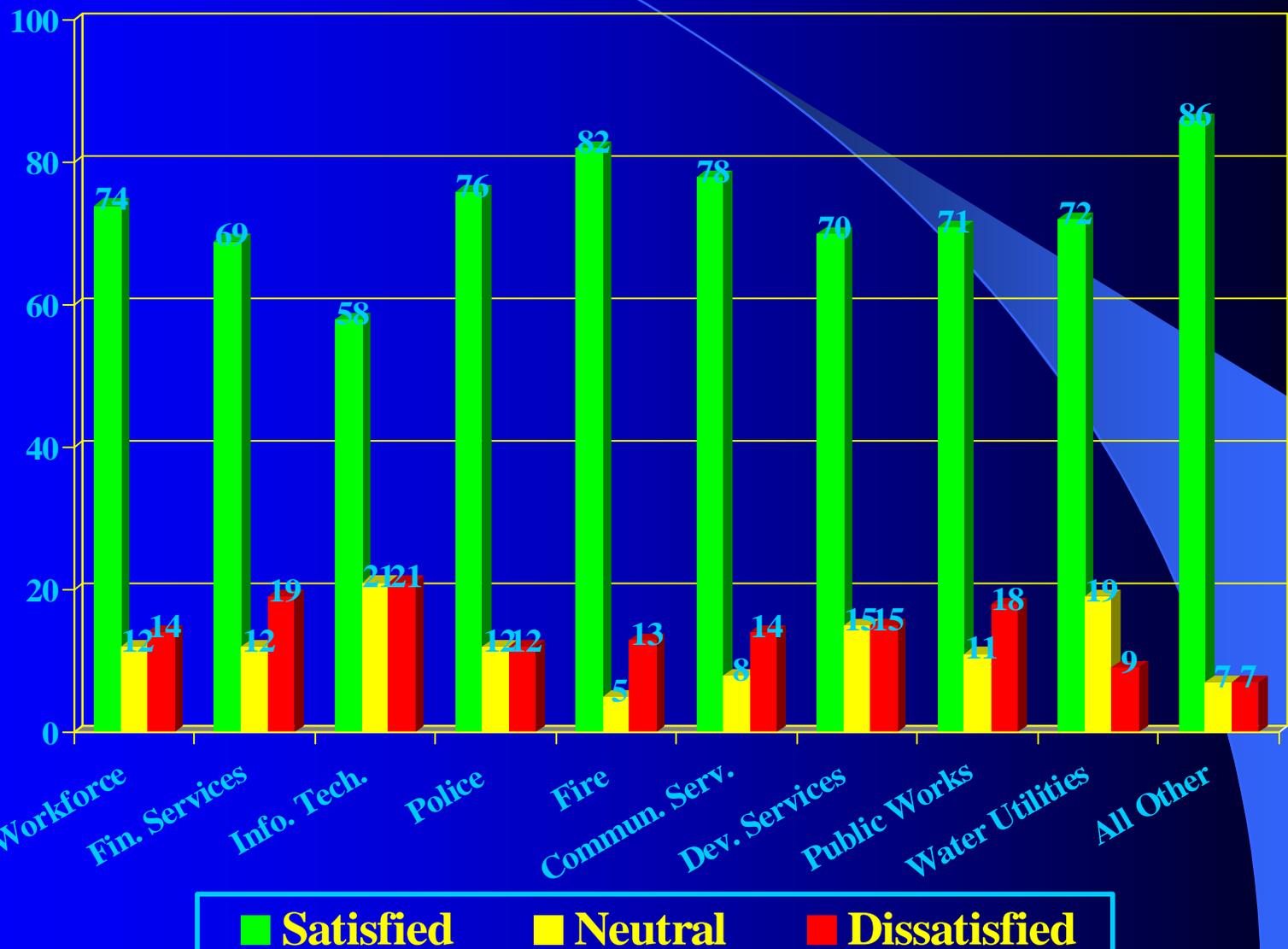
Overall Work Satisfaction



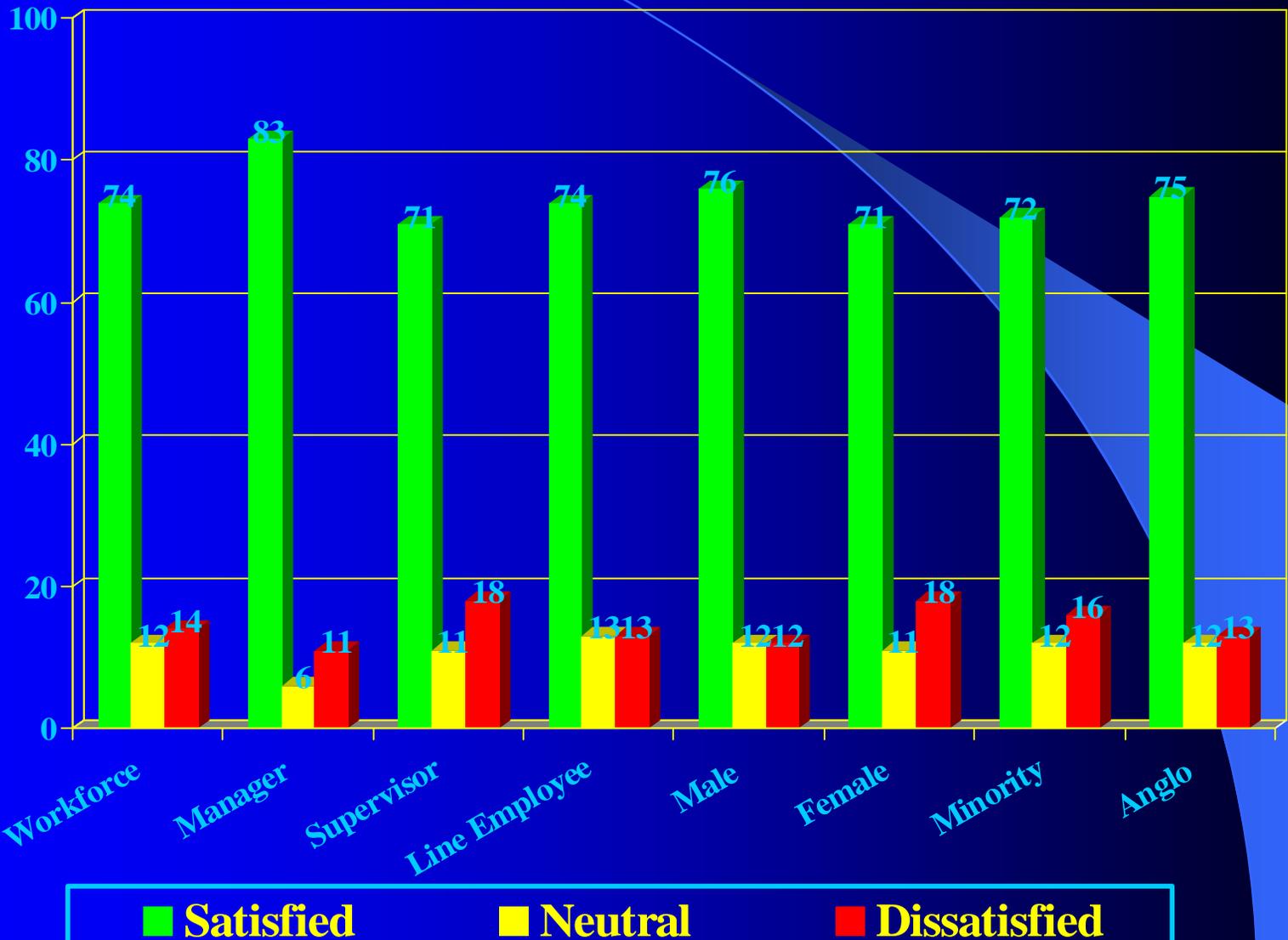
Completely Satisfied
Neutral
Completely Dissatisfied

Satisfied
Dissatisfied

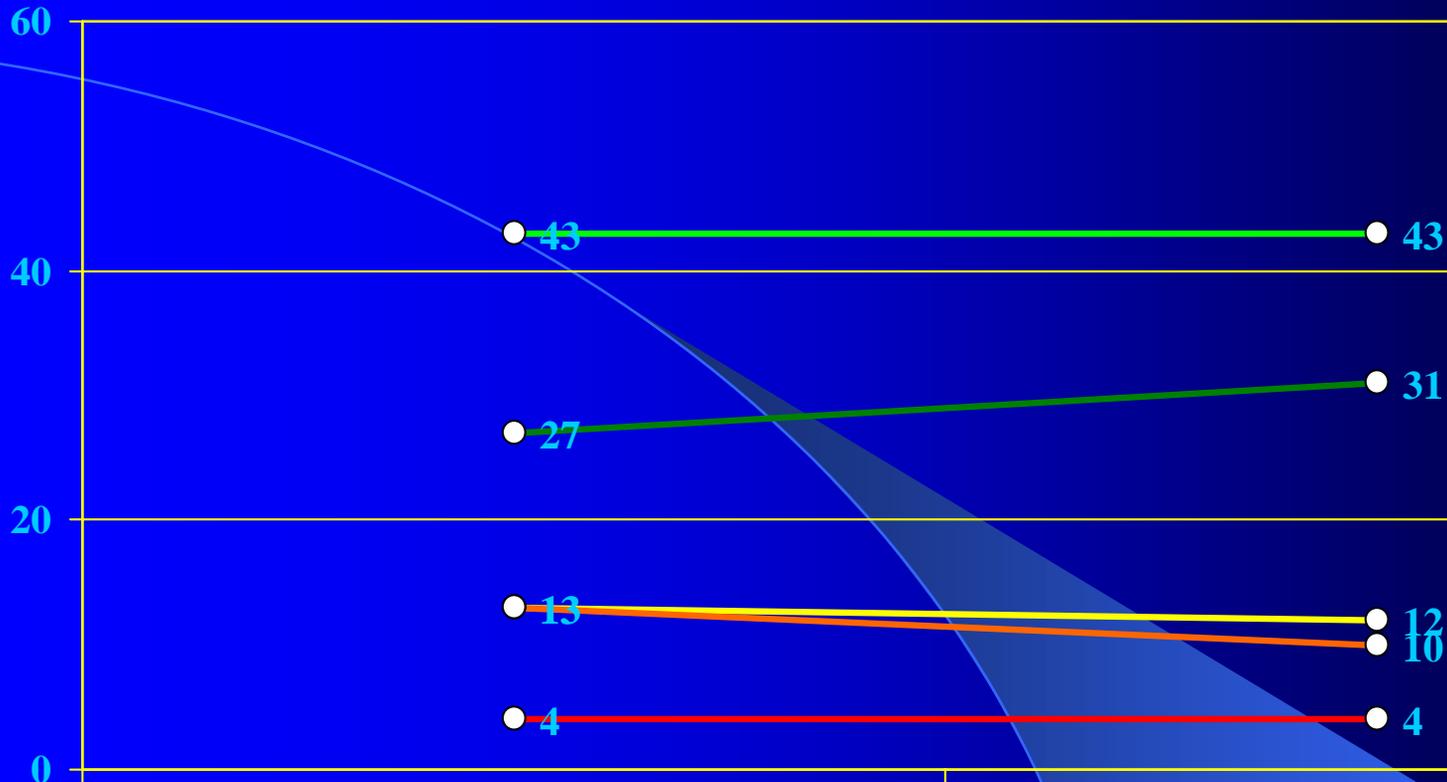
Work Satisfaction by Department



Work Satisfaction by Demographics



Trend: Overall Work Satisfaction



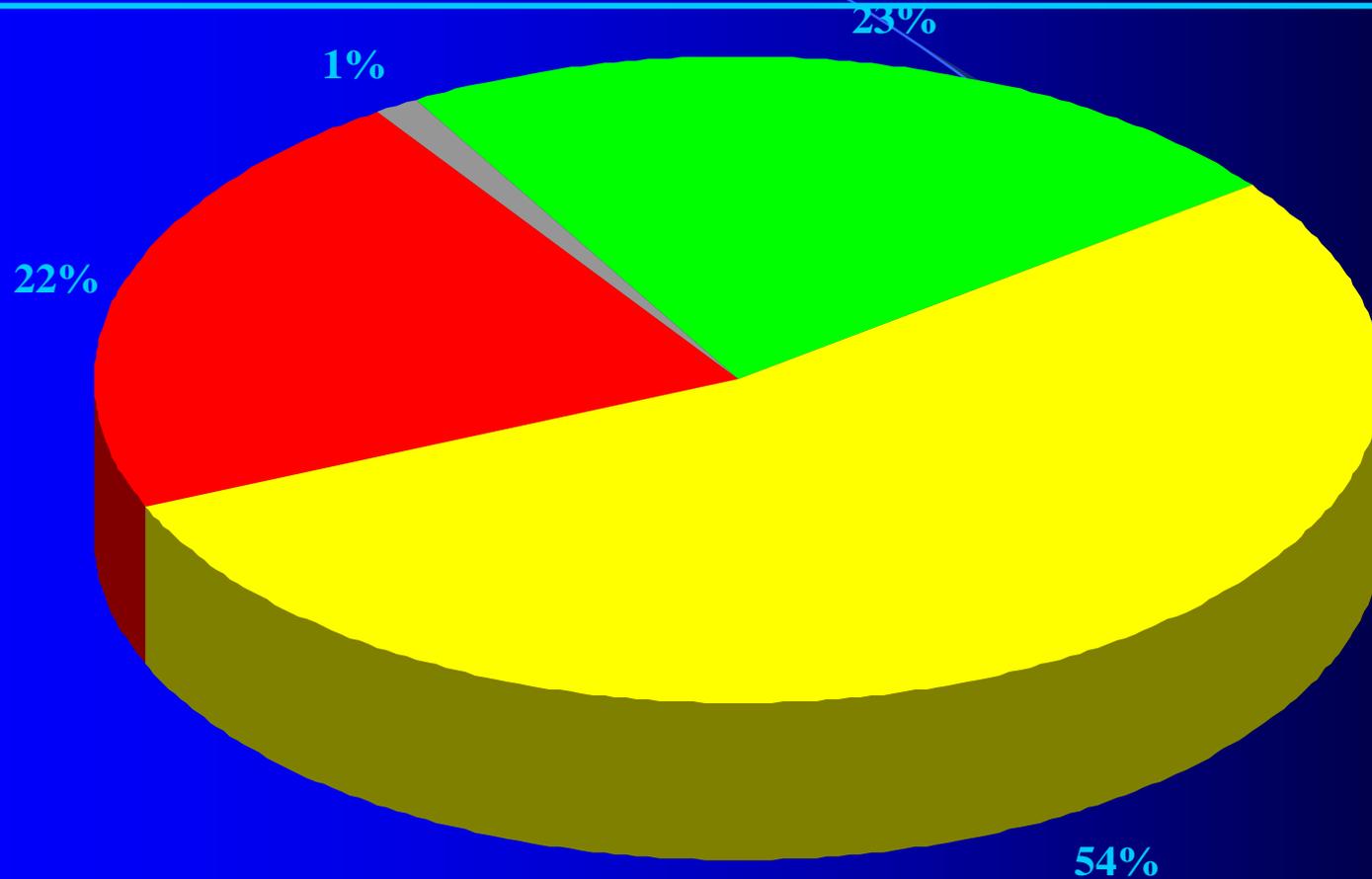
2001 Baseline

2004 Update

● Completely Satisfied
● Neutral
● Completely Dissatisfied

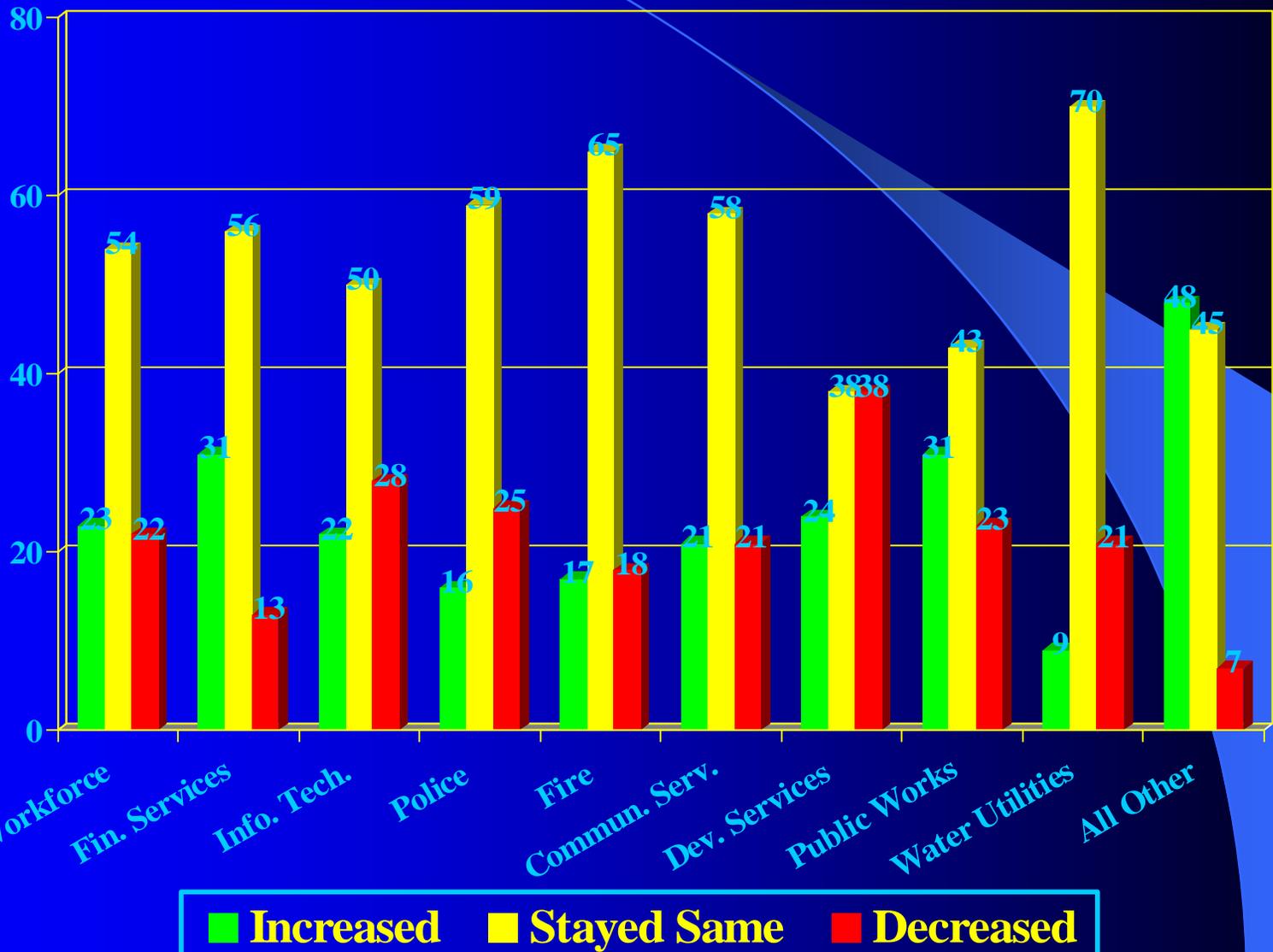
● Satisfied
● Dissatisfied

Work Satisfaction in Past Year

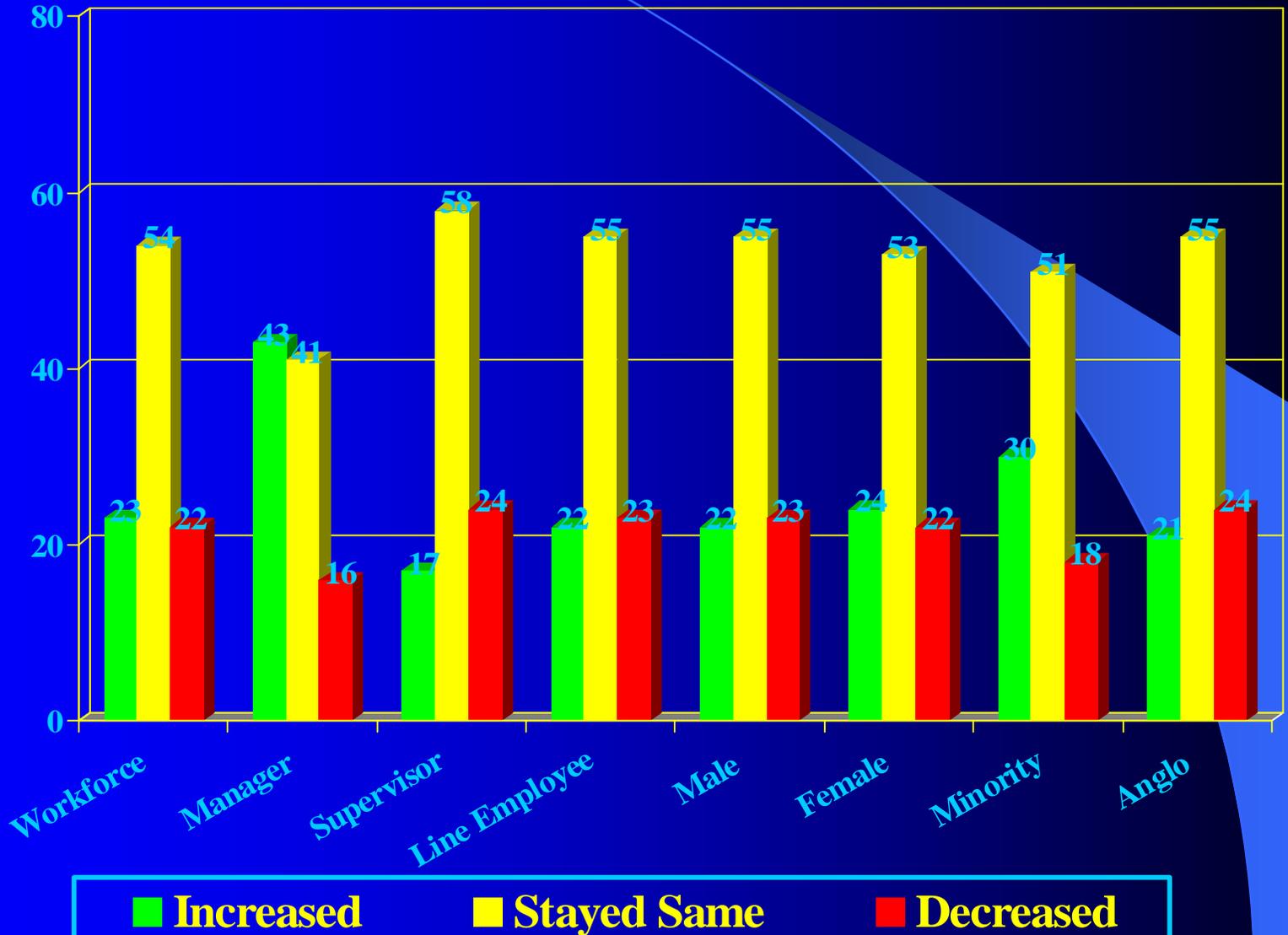


■ Increased ■ Stayed the Same ■ Decreased ■ Not Sure

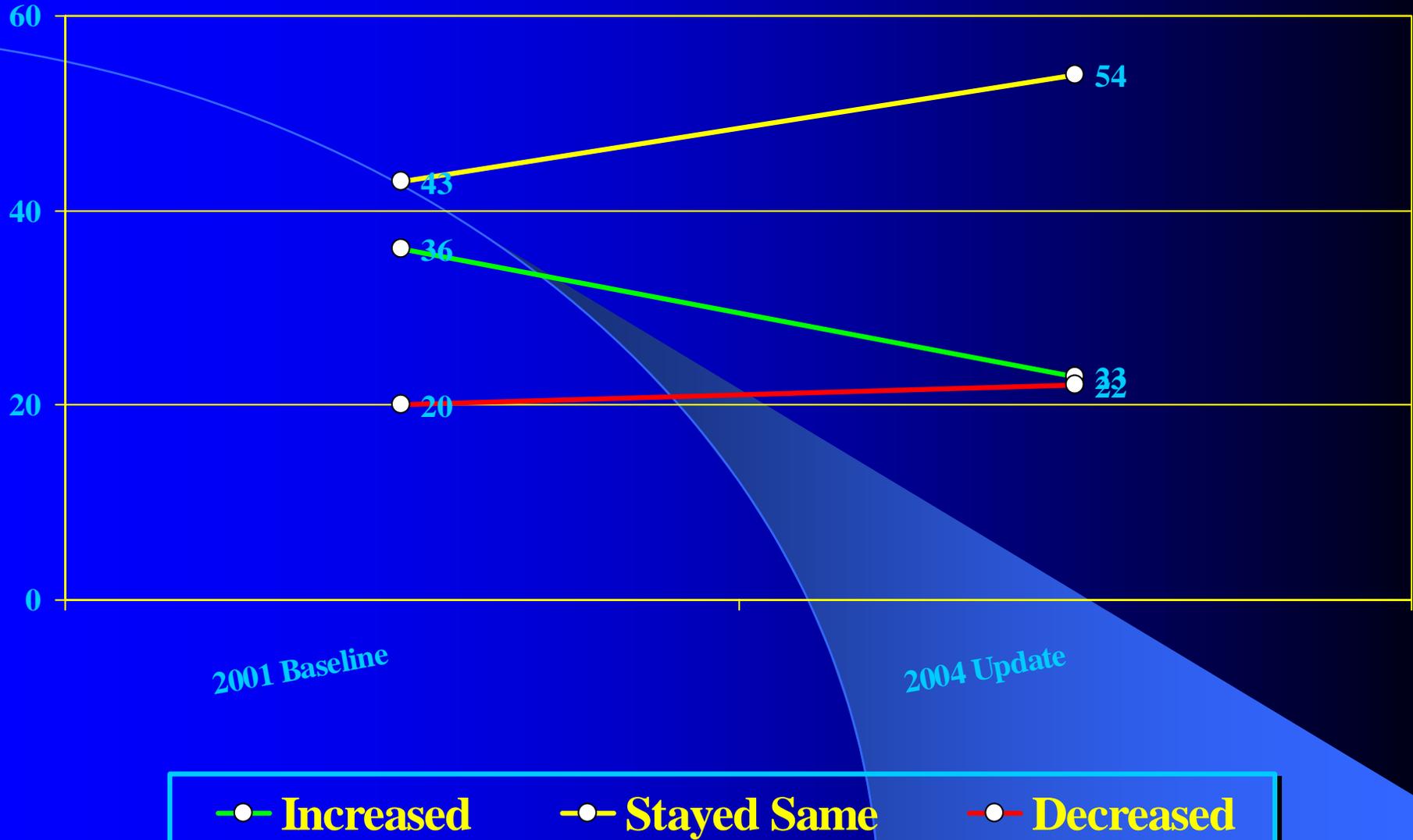
Past Year Satisfaction by Department



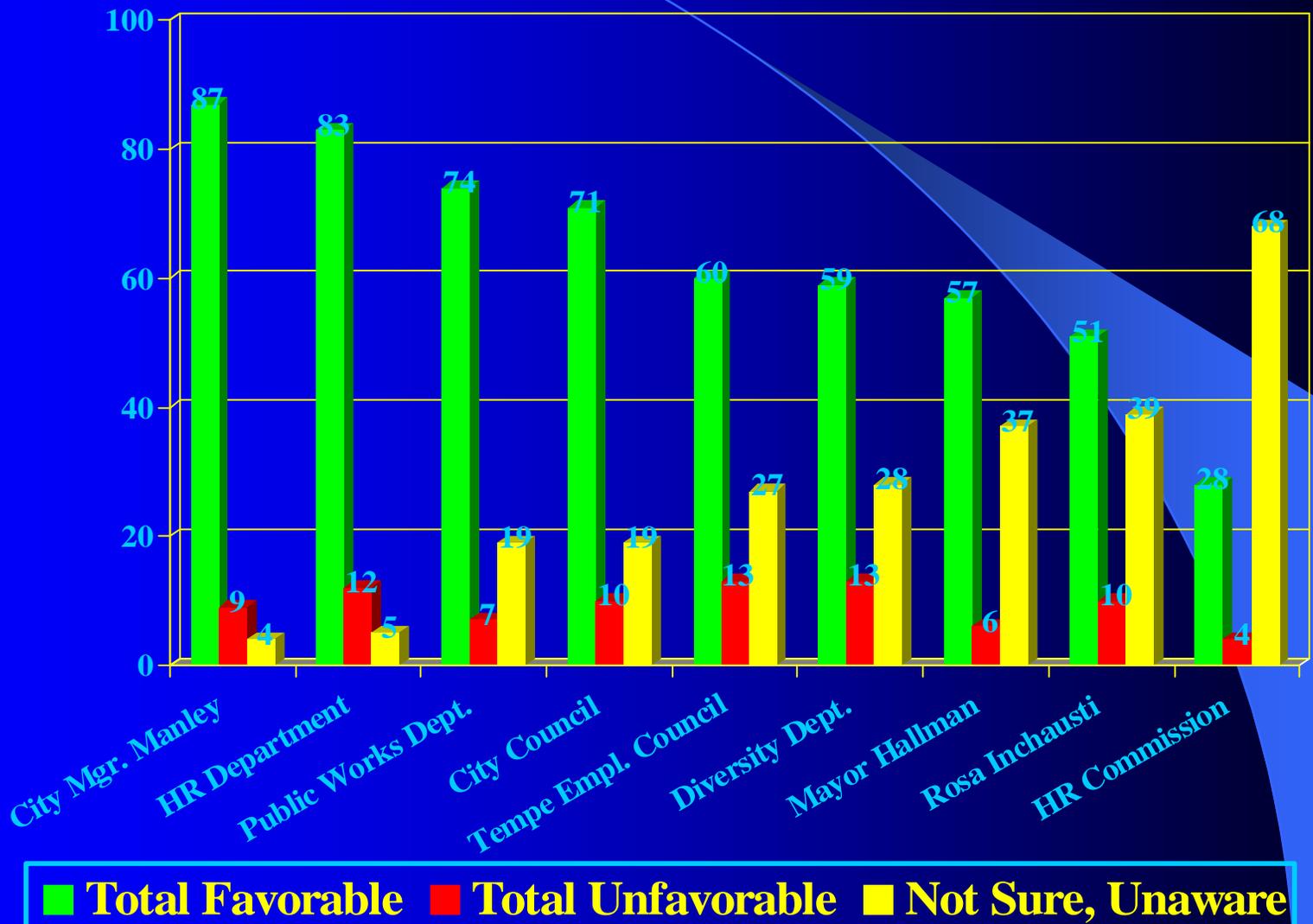
Past Year Satisfaction by Demographics



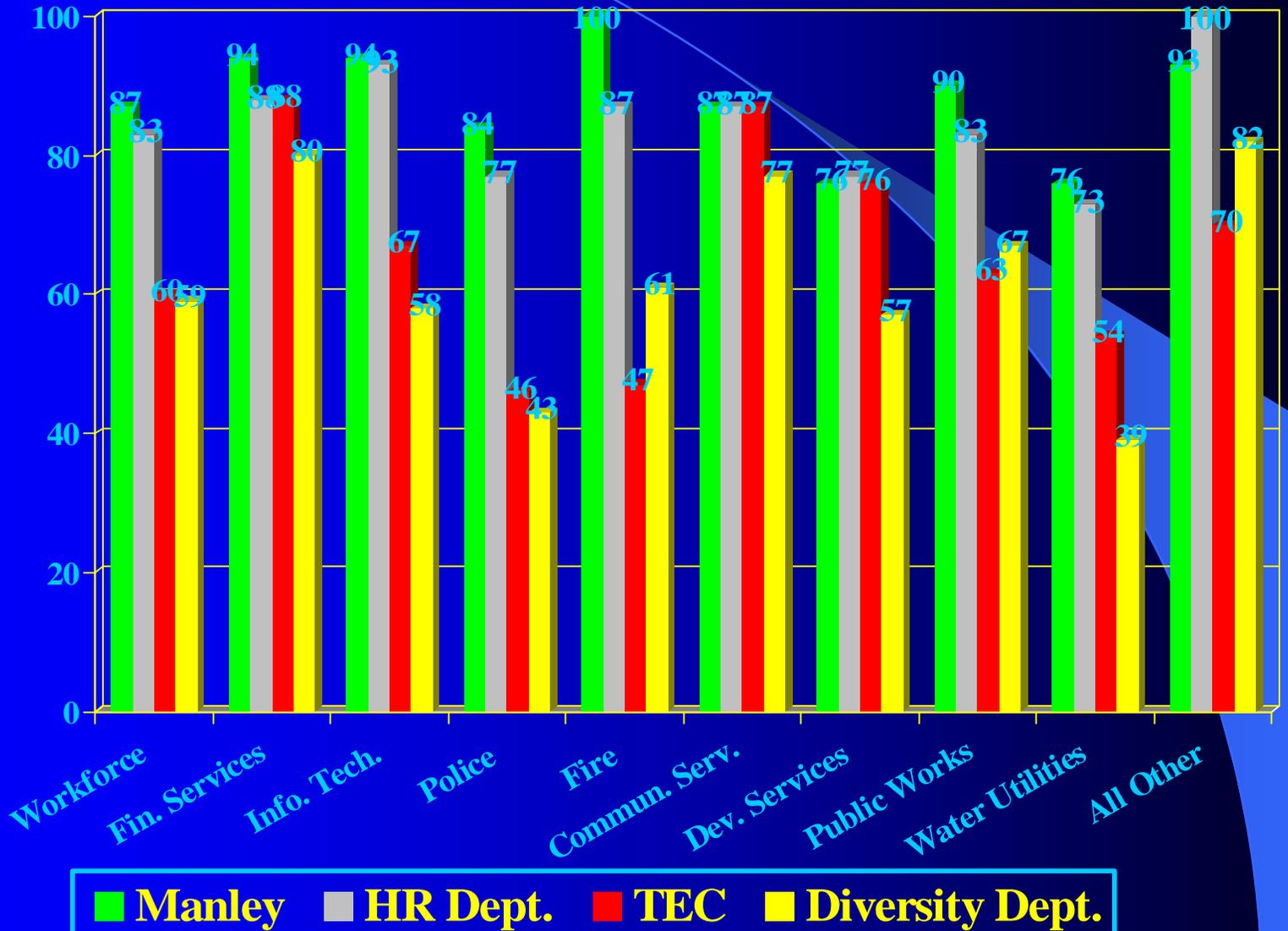
Trend: Past Year Work Satisfaction



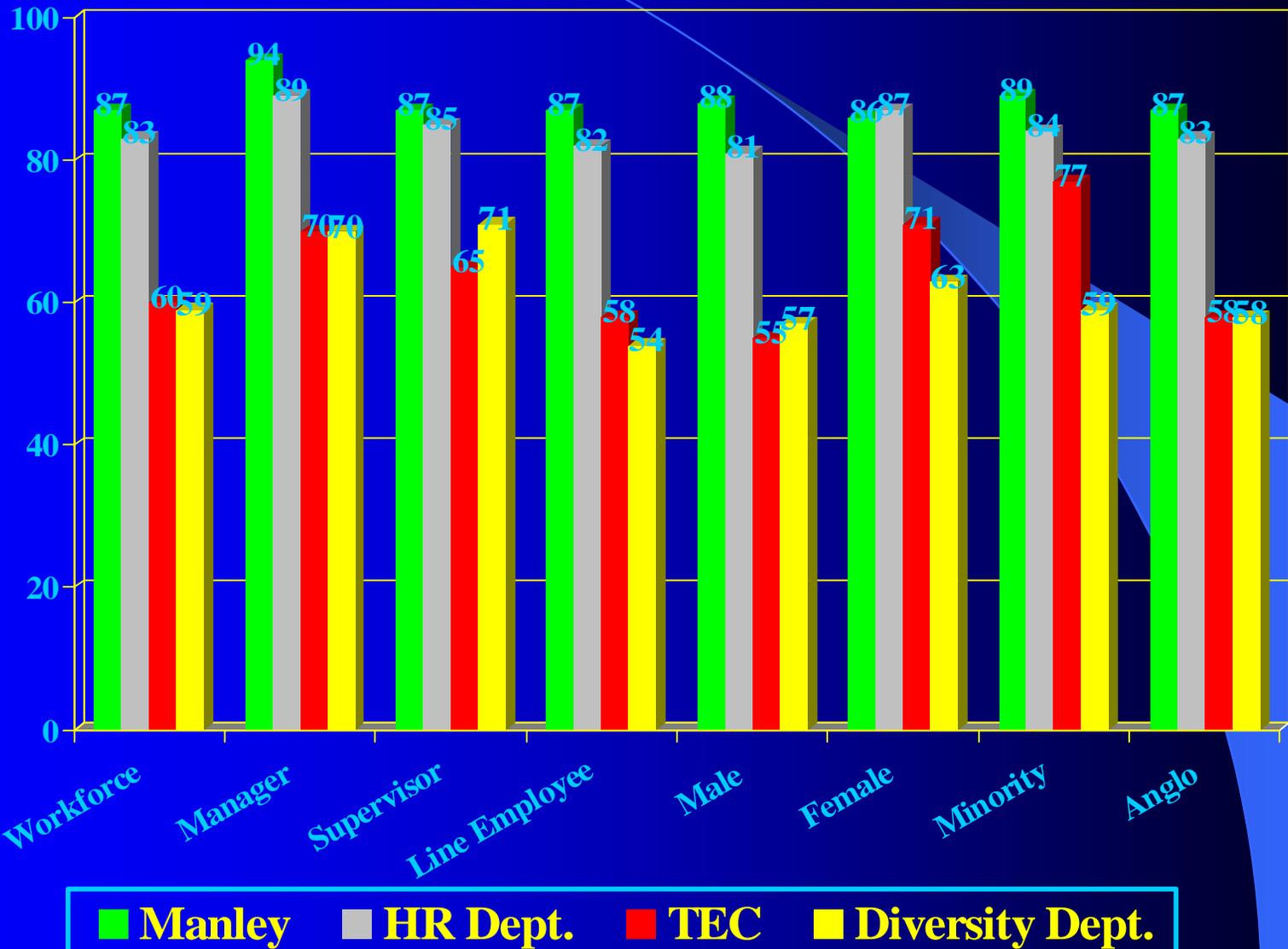
Key Entities', Organizations' Images



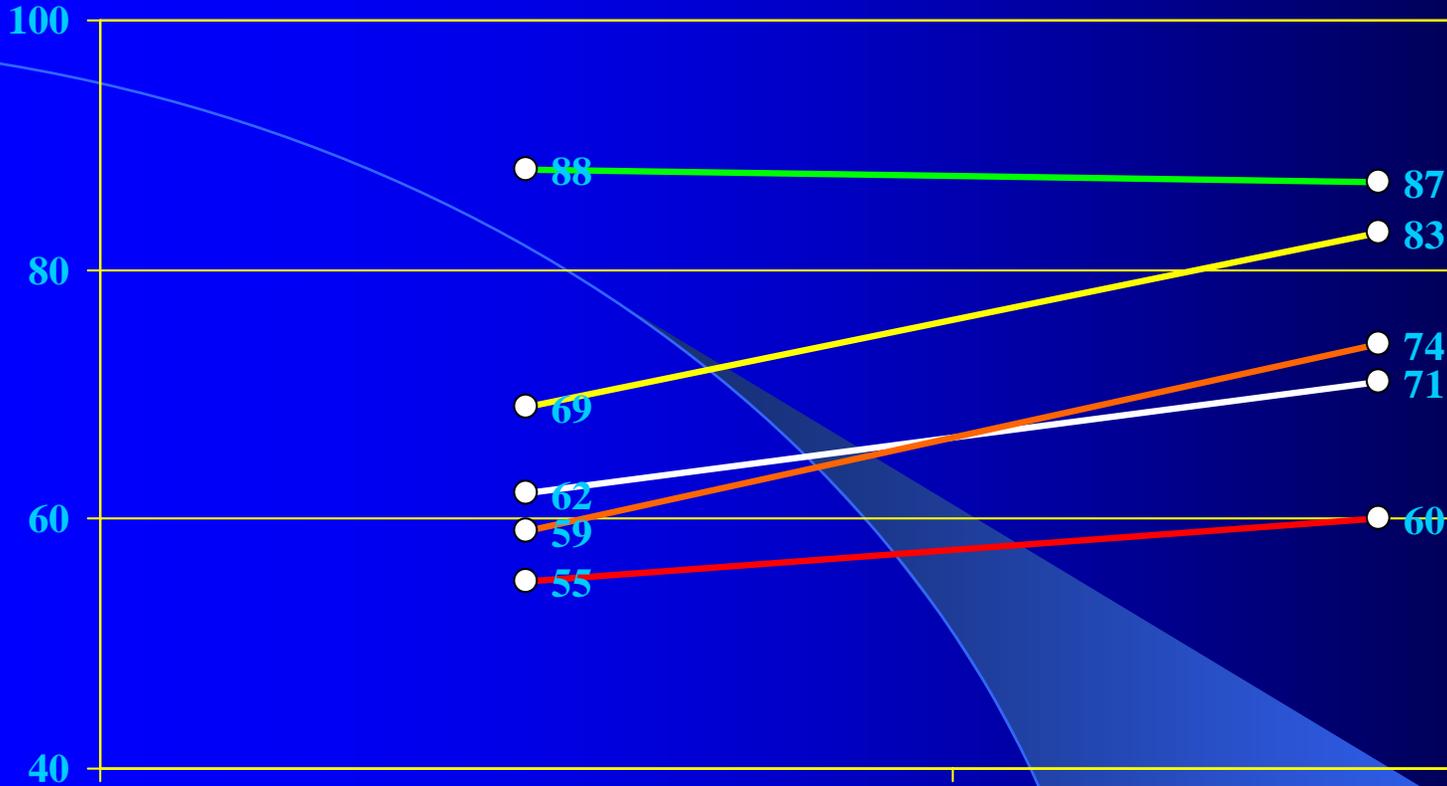
Key Favorables by Department



Key Favorables by Demographics



Trend: Key Favorables



2001 Baseline

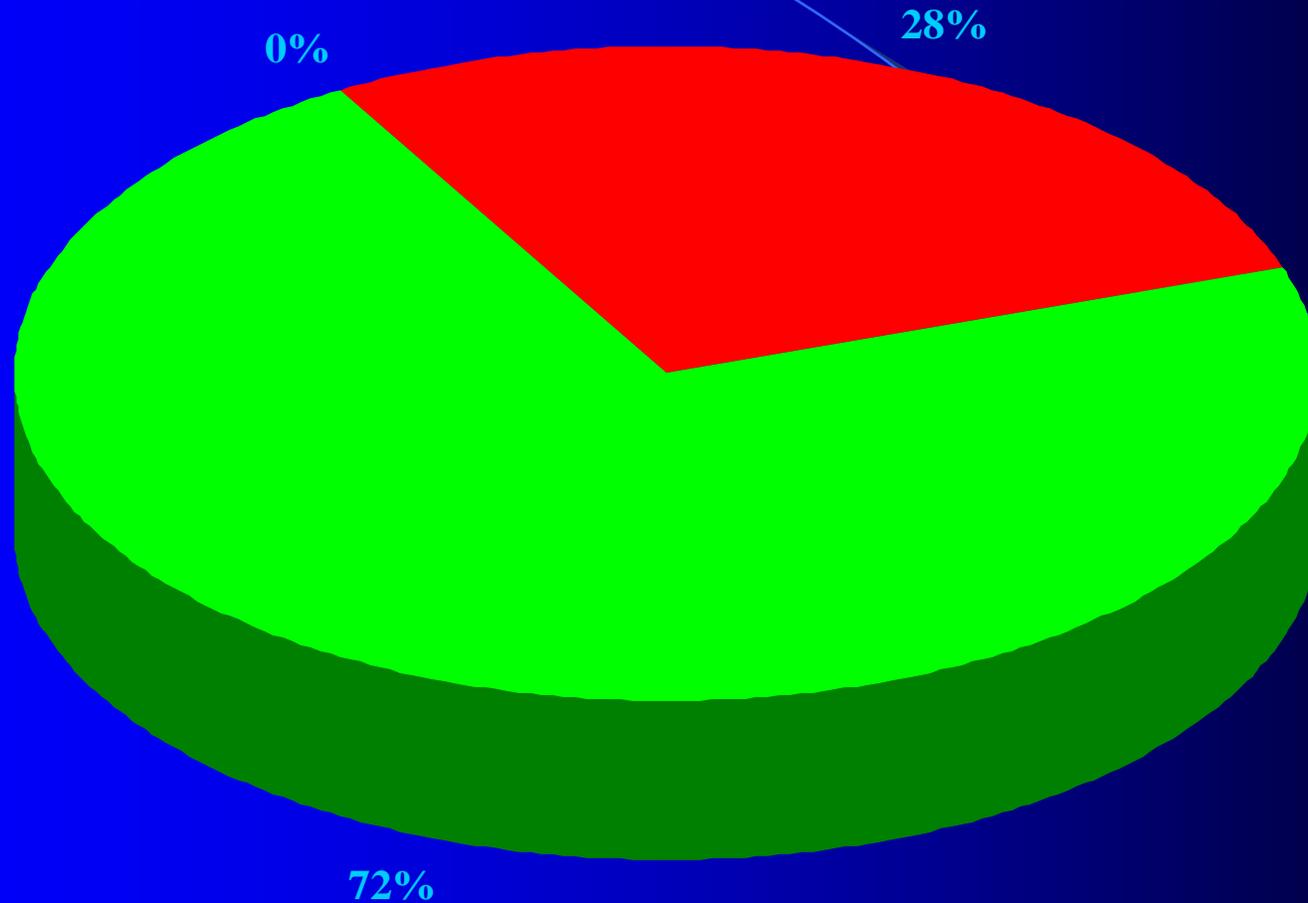
2004 Update

● Manley
● PW Dept.

● HR Dept.
● TEC

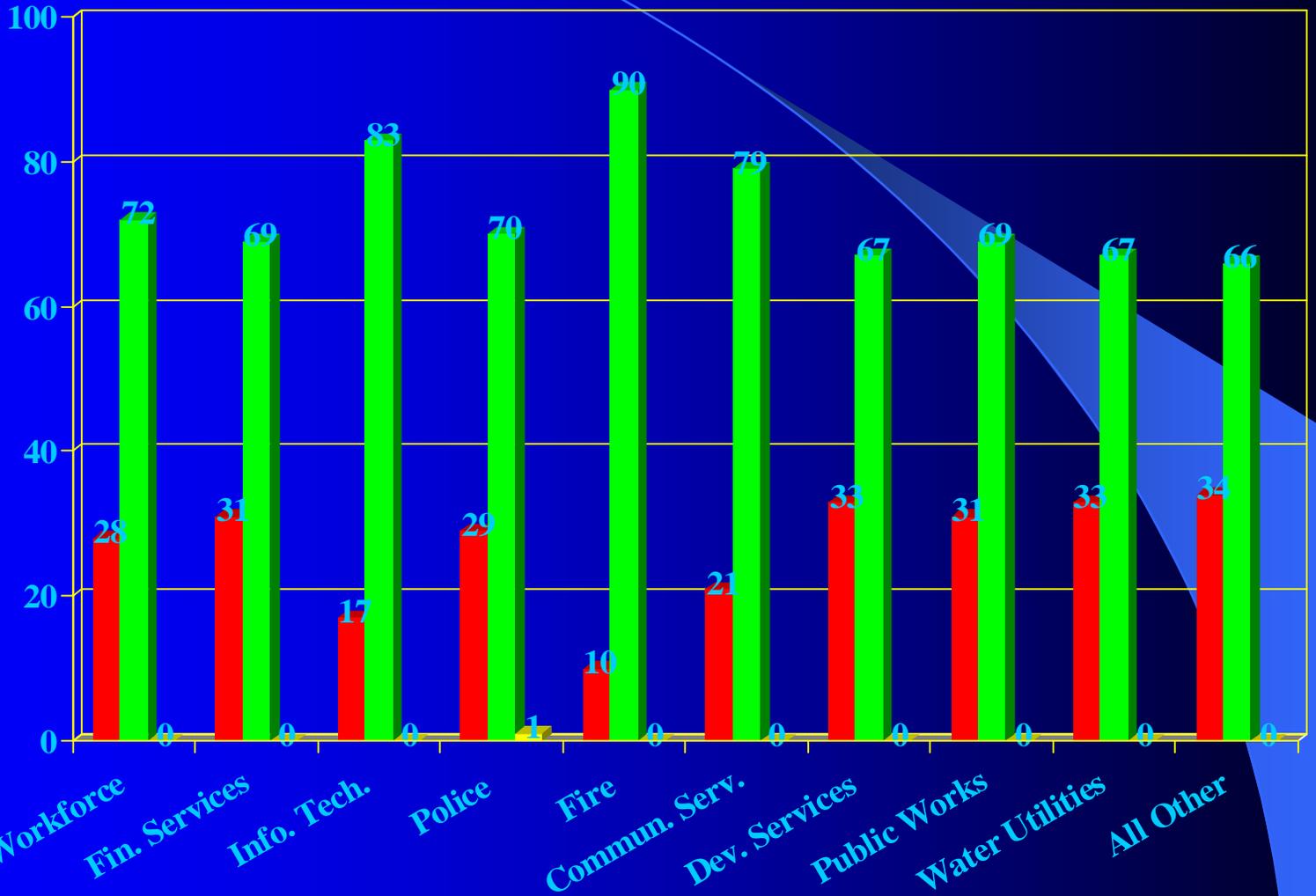
● City Council

Inappropriate Treatment in Past Year



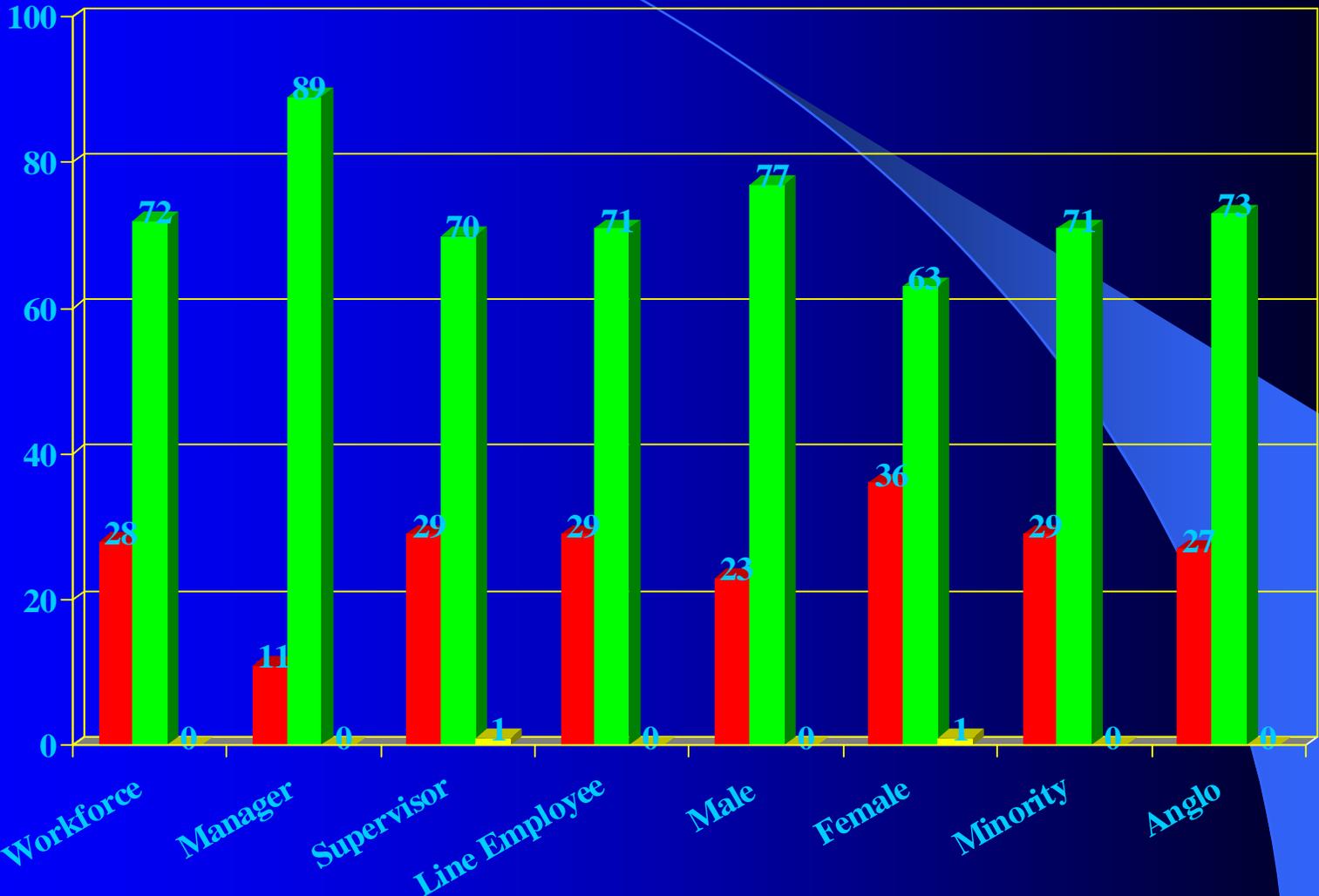
■ Yes, seen, heard of or experienced ■ No, have not ■ Not Sure

Inappropriate Treatment by Department



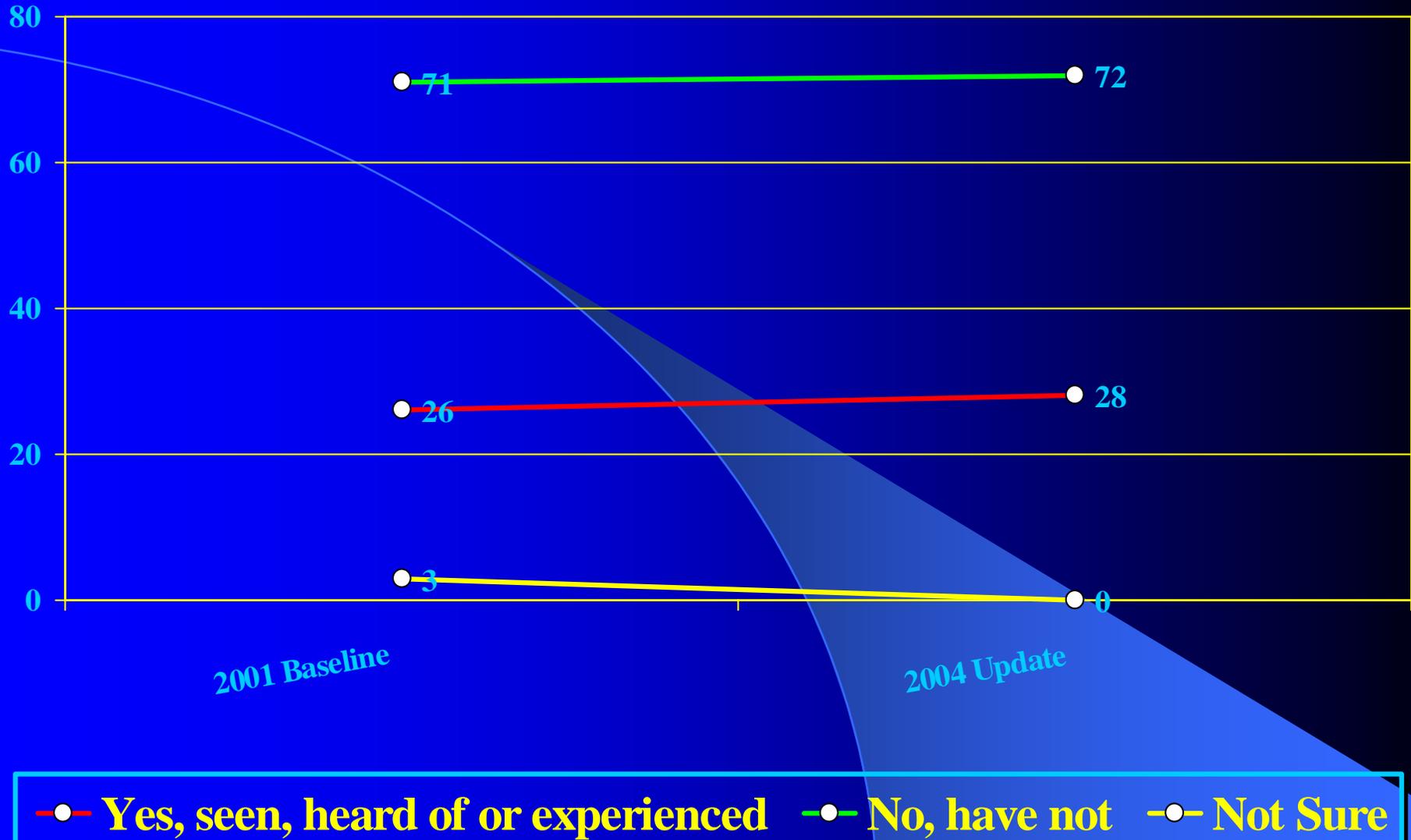
■ Yes, seen, heard of or experienced ■ No, have not ■ Not Sure

Inappropriate Treatment by Demographics



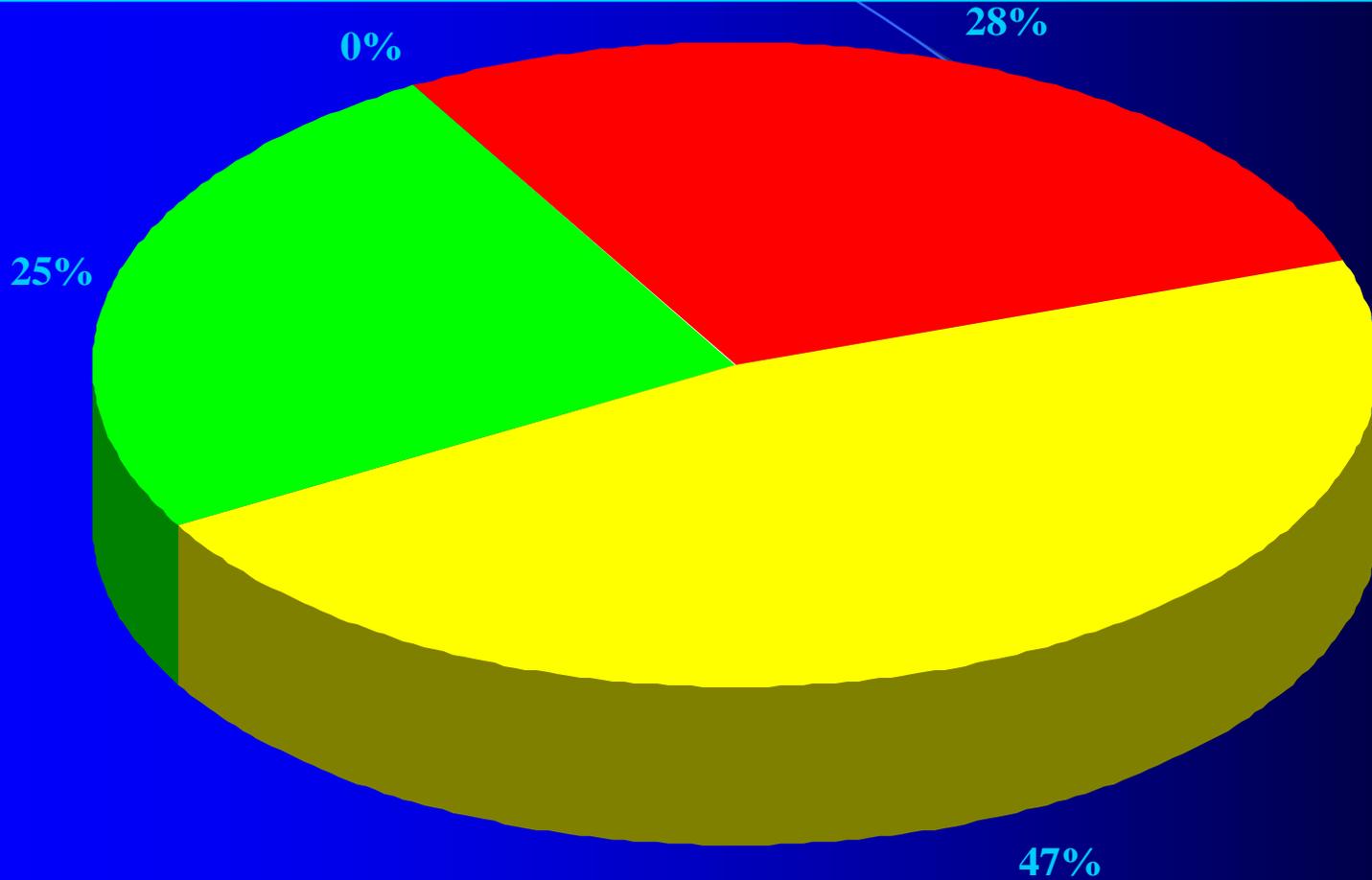
■ Yes, seen, heard of or experienced ■ No, have not ■ Not Sure

Trend: Recent Inappropriate Treatment



Frequency of Inappropriate Treatment

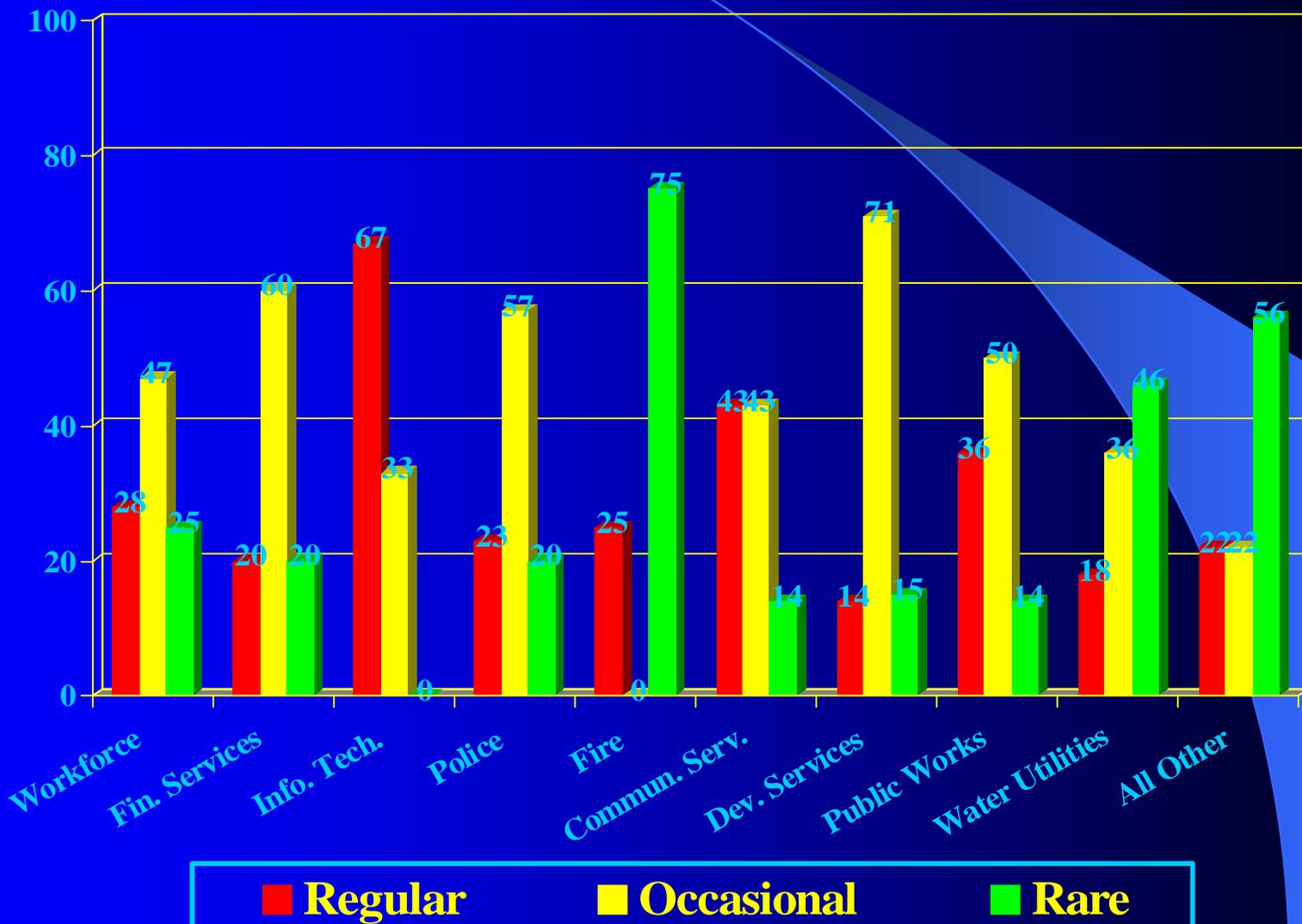
(As % of those having knowledge of instances)



■ Regular **■ Occasional** **■ Rare** **■ Not Sure**

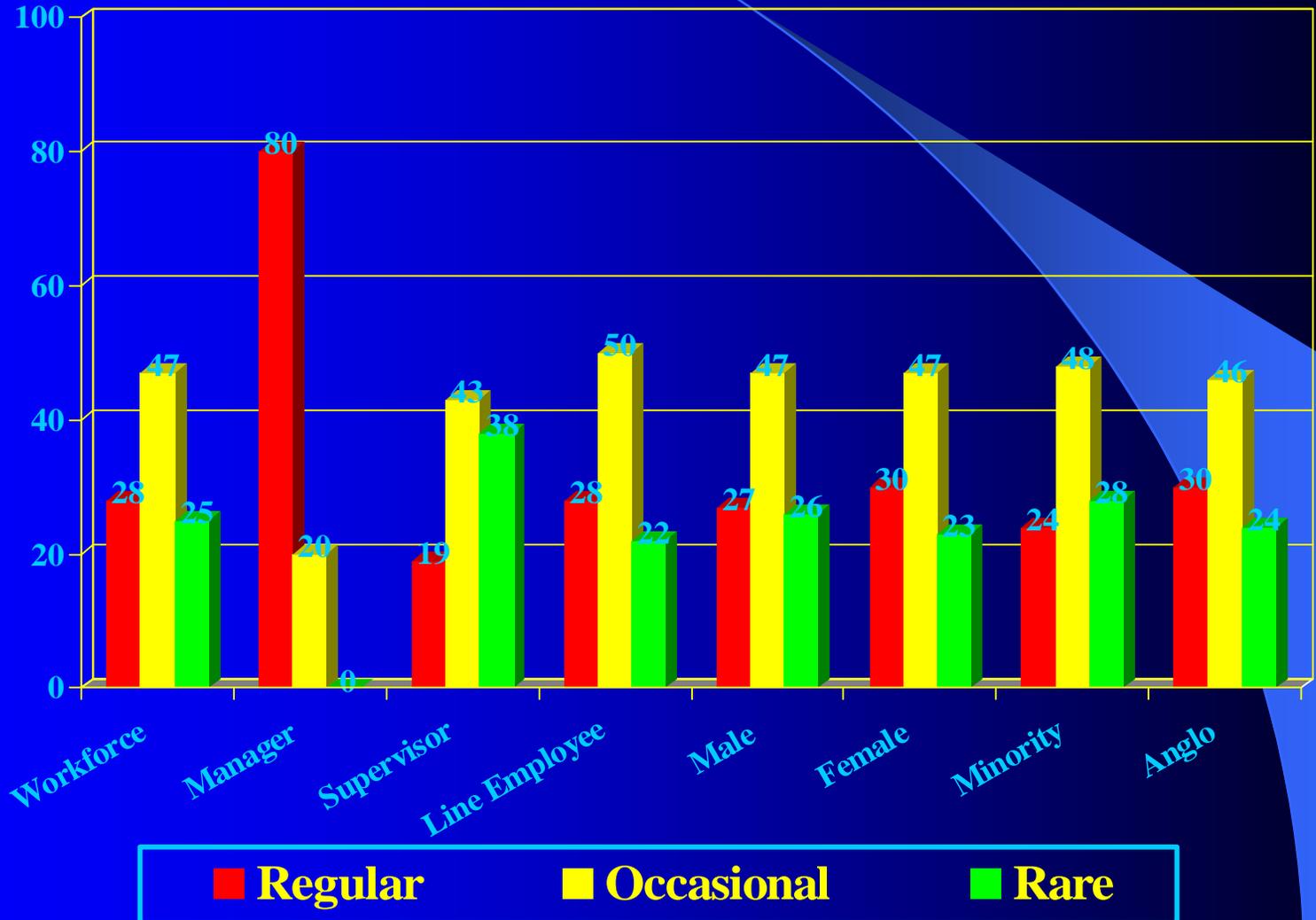
Treatment Frequency by Department

(As % of those having knowledge of instances)



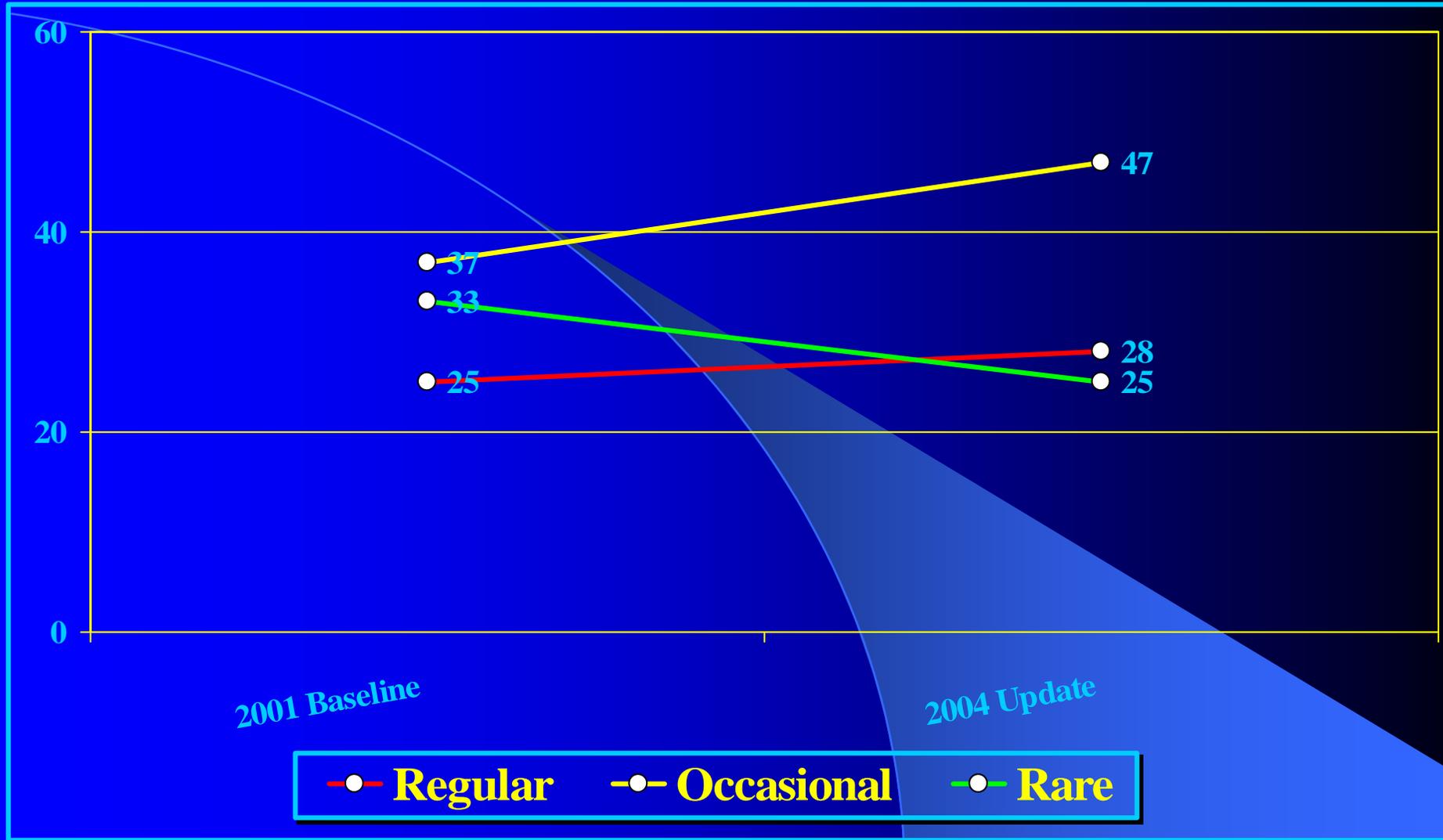
Treatment Frequency by Demographics

(As % of those having knowledge of instances)

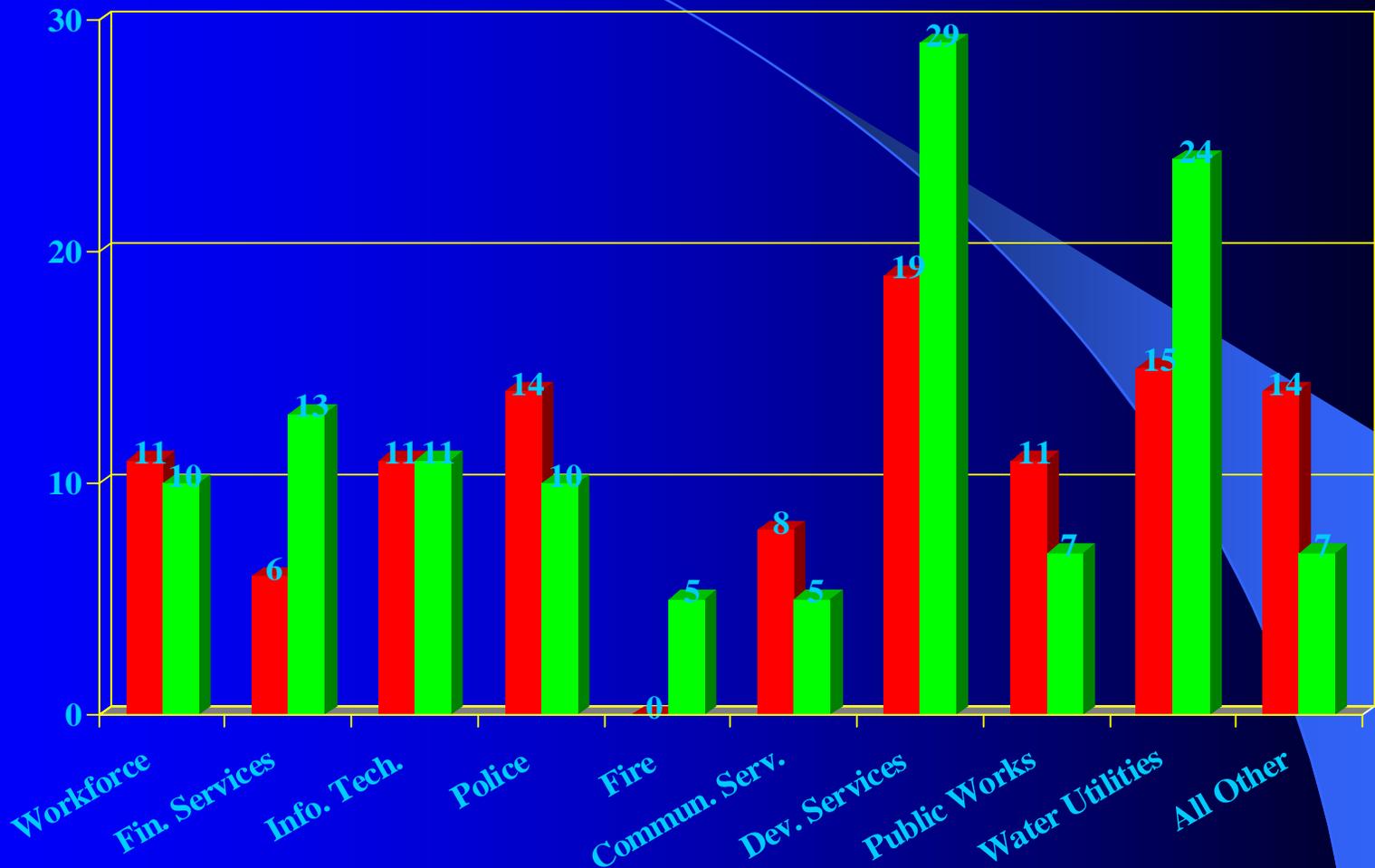


Trend: Treatment Frequency

(As % of those having knowledge of instances)



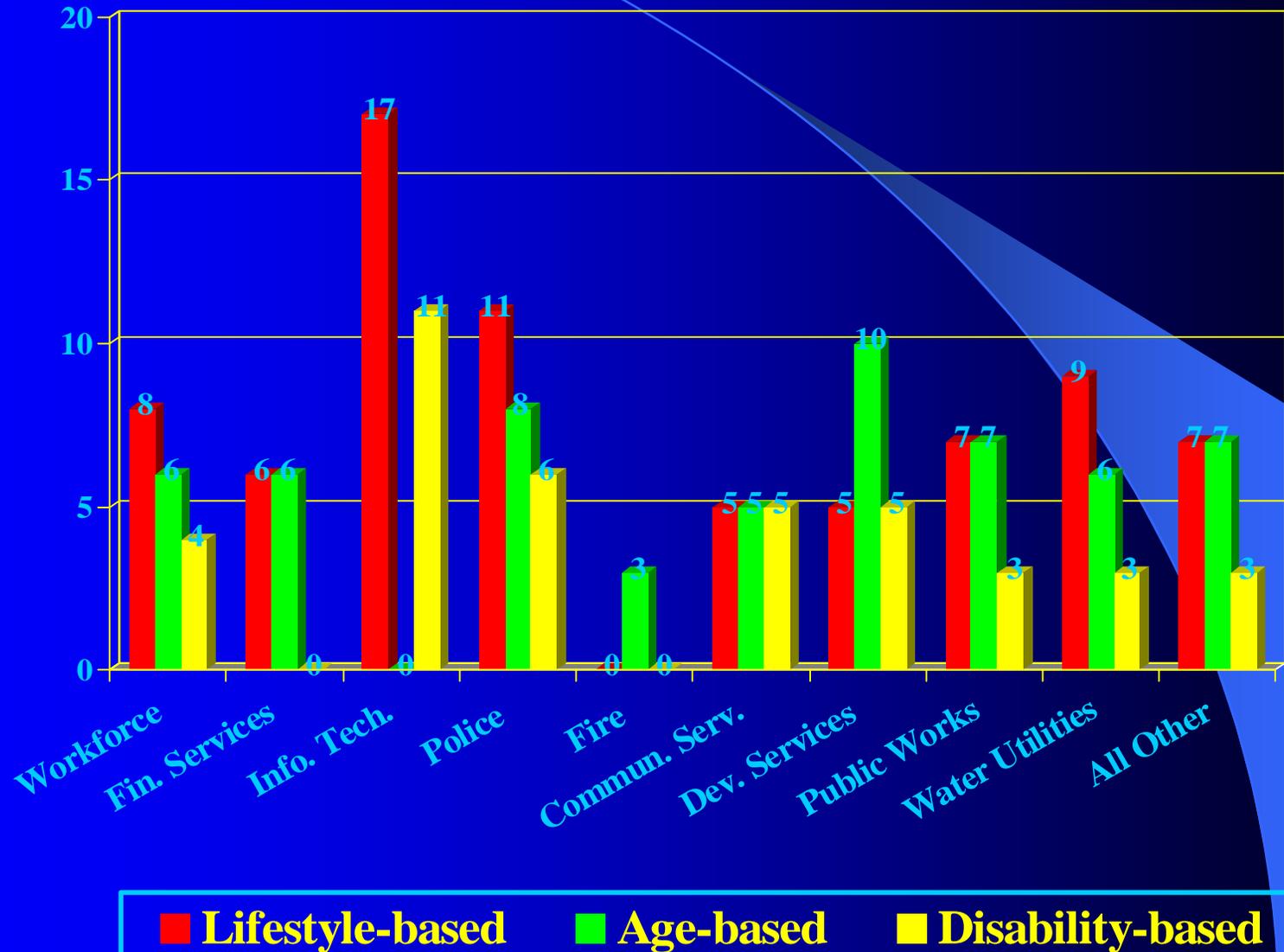
Discrimination Types by Department



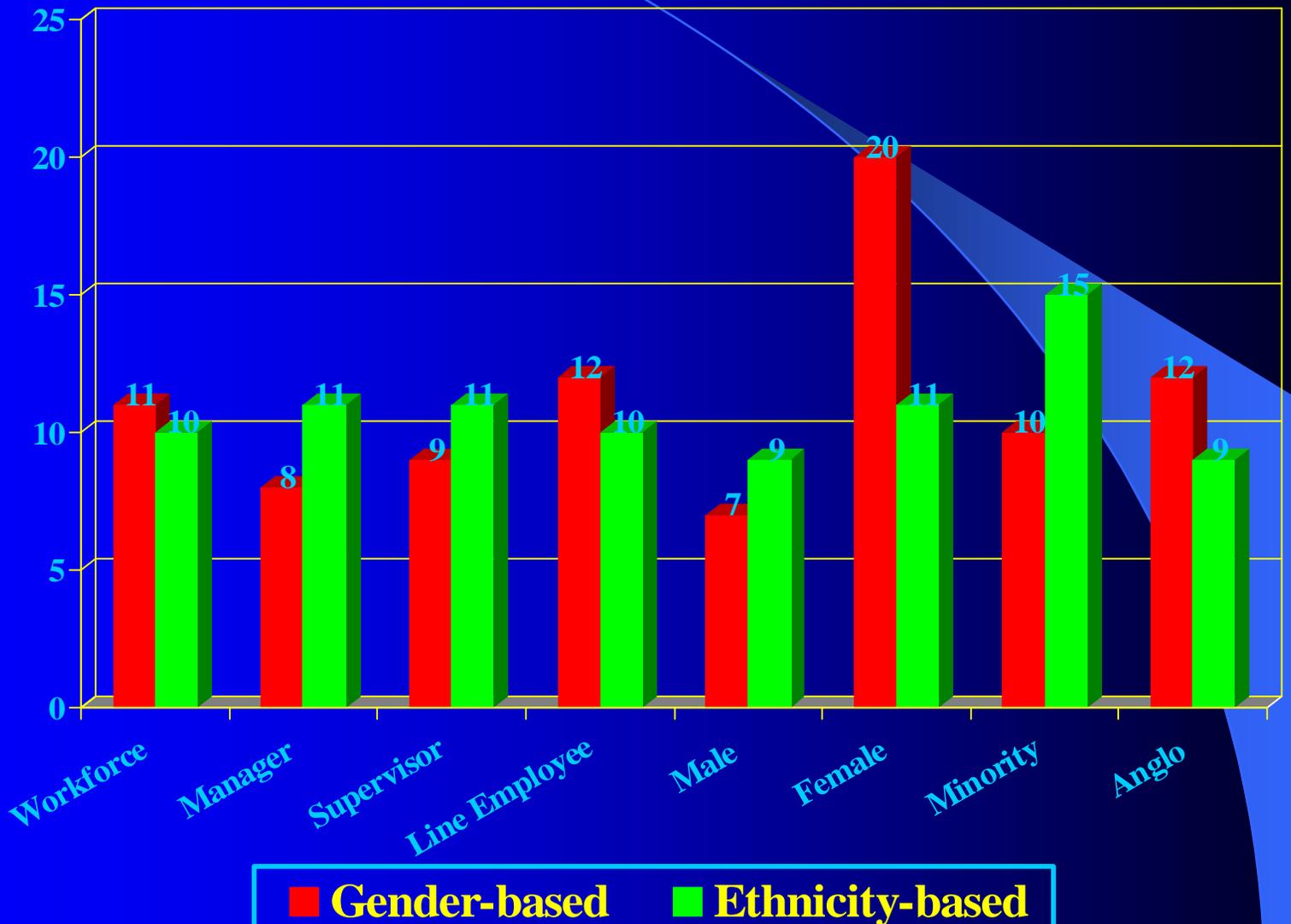
■ Gender-based

■ Ethnicity-based

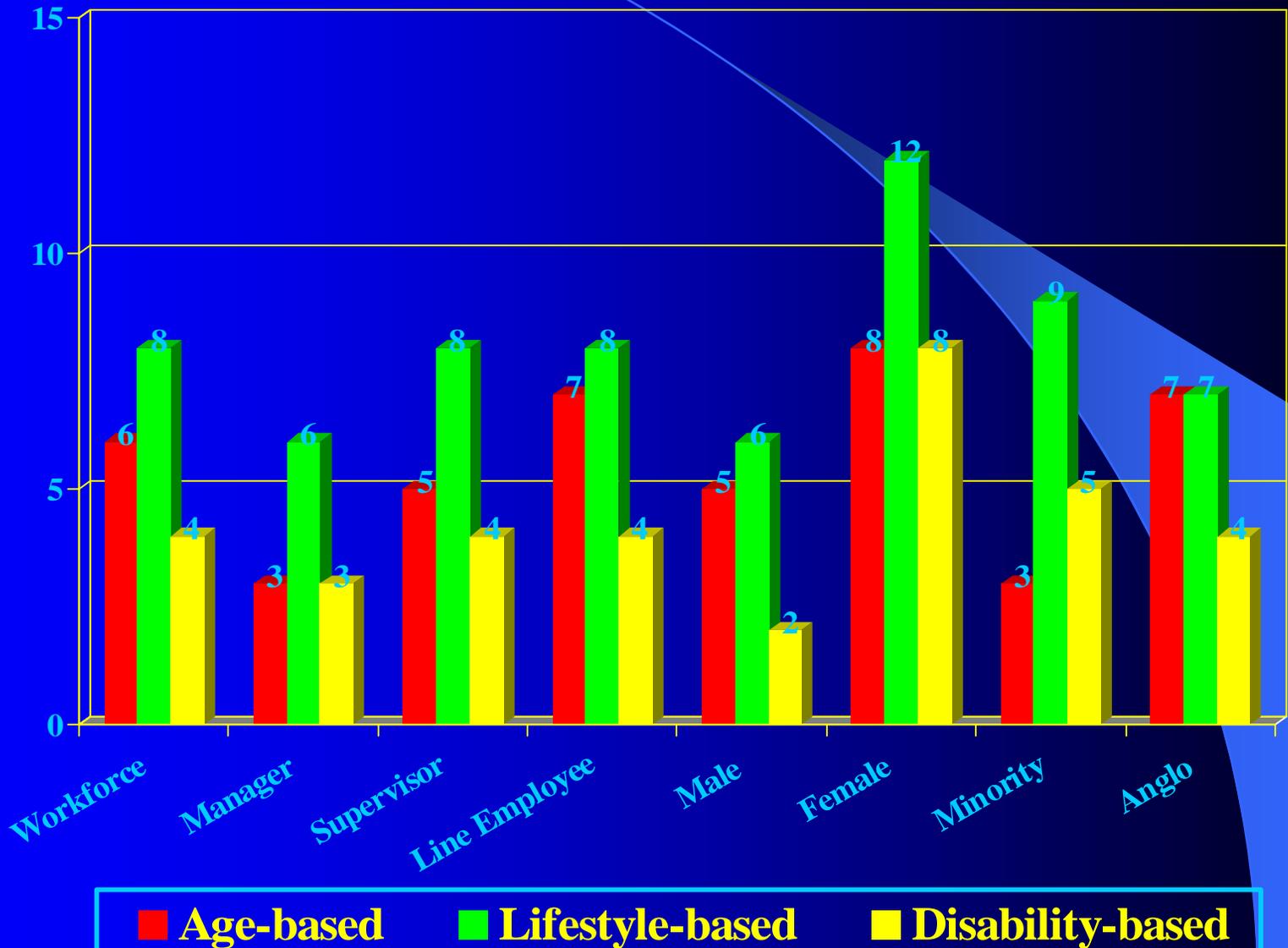
Discrimination Types by Department



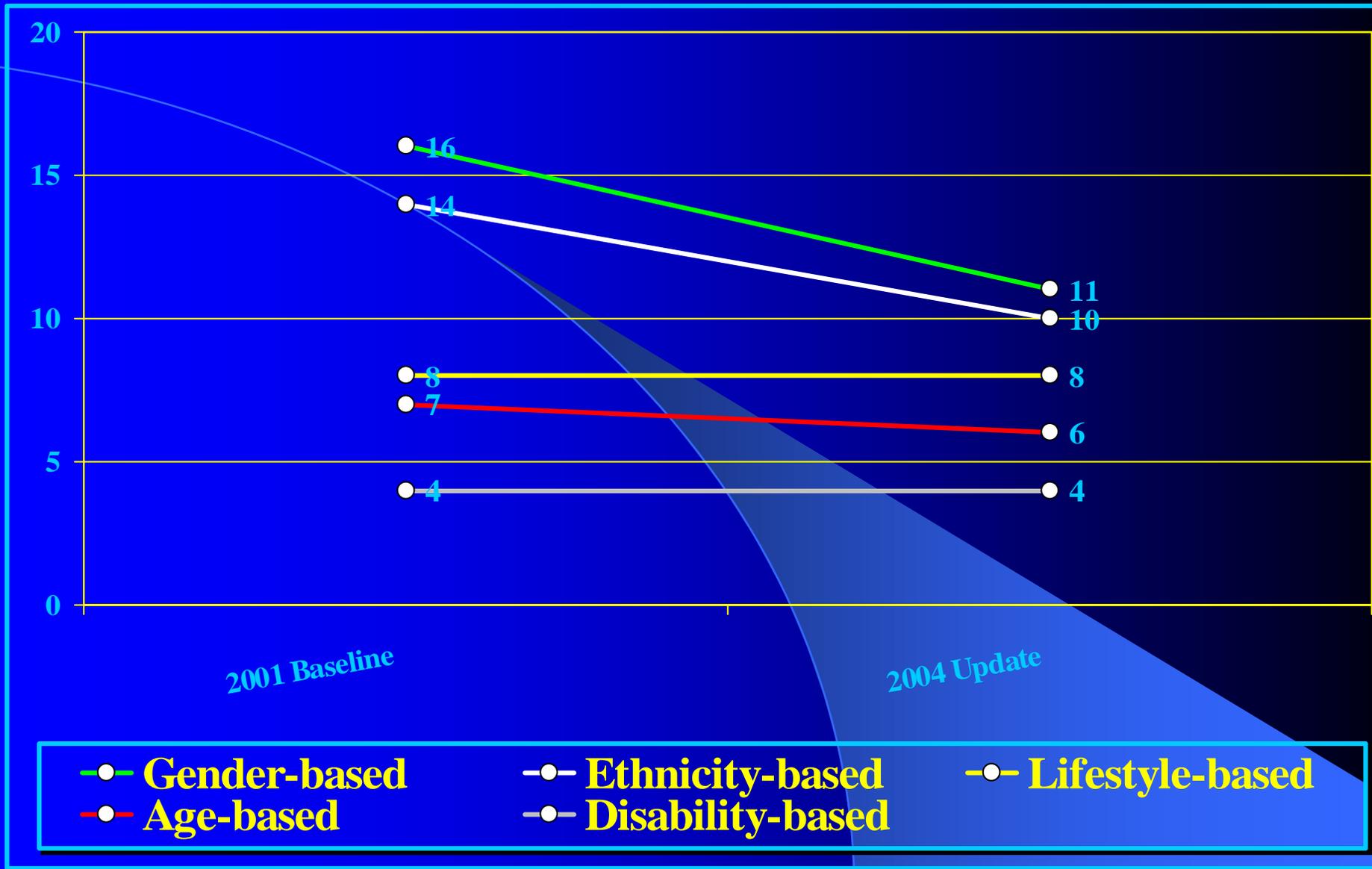
Discrimination Types by Demographics



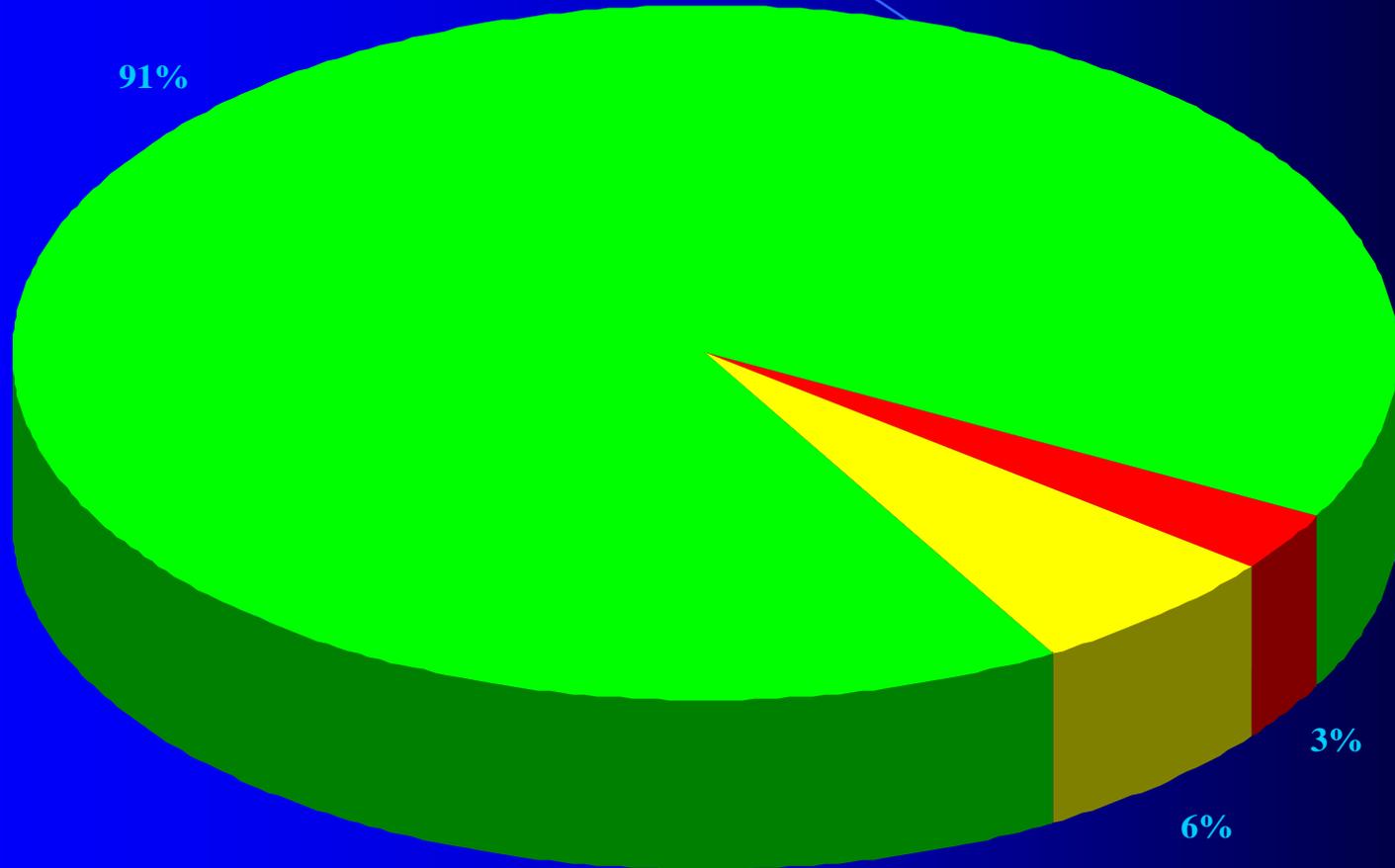
Discrimination Types by Demographics



Trend: Discrimination Types

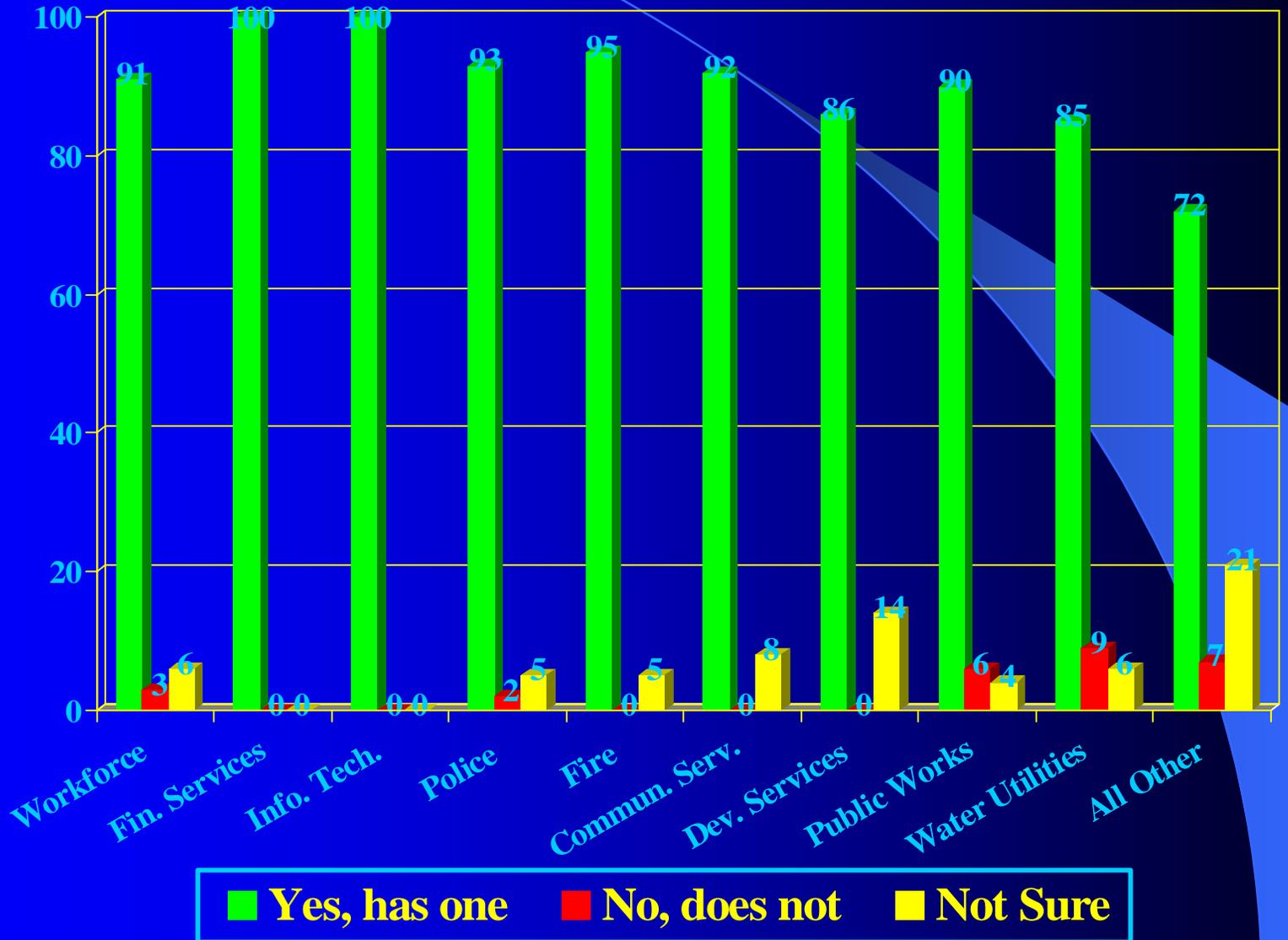


Formal Diversity Definition Knowledge

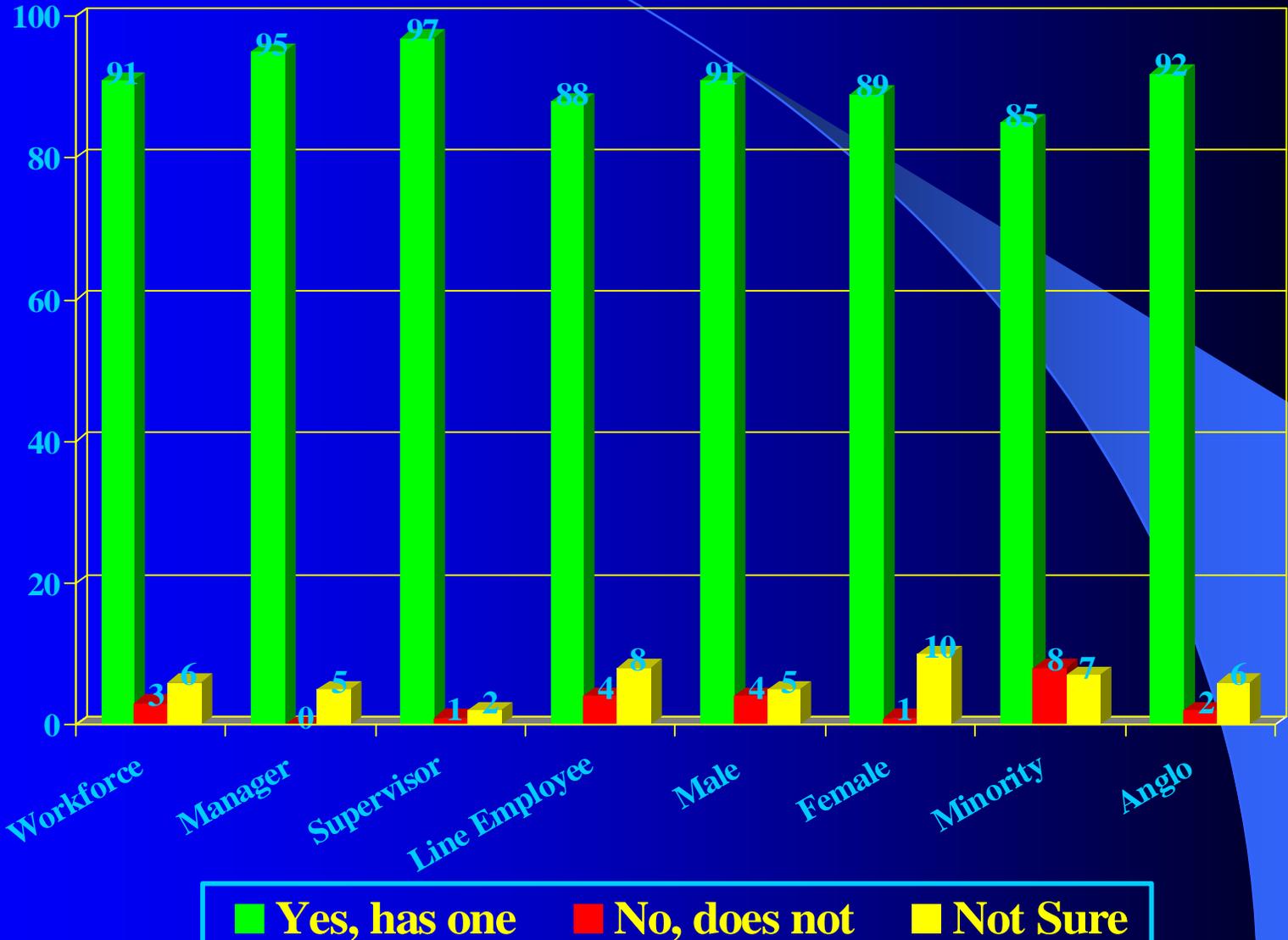


■ Yes, City has one ■ No, City does not ■ Not Sure

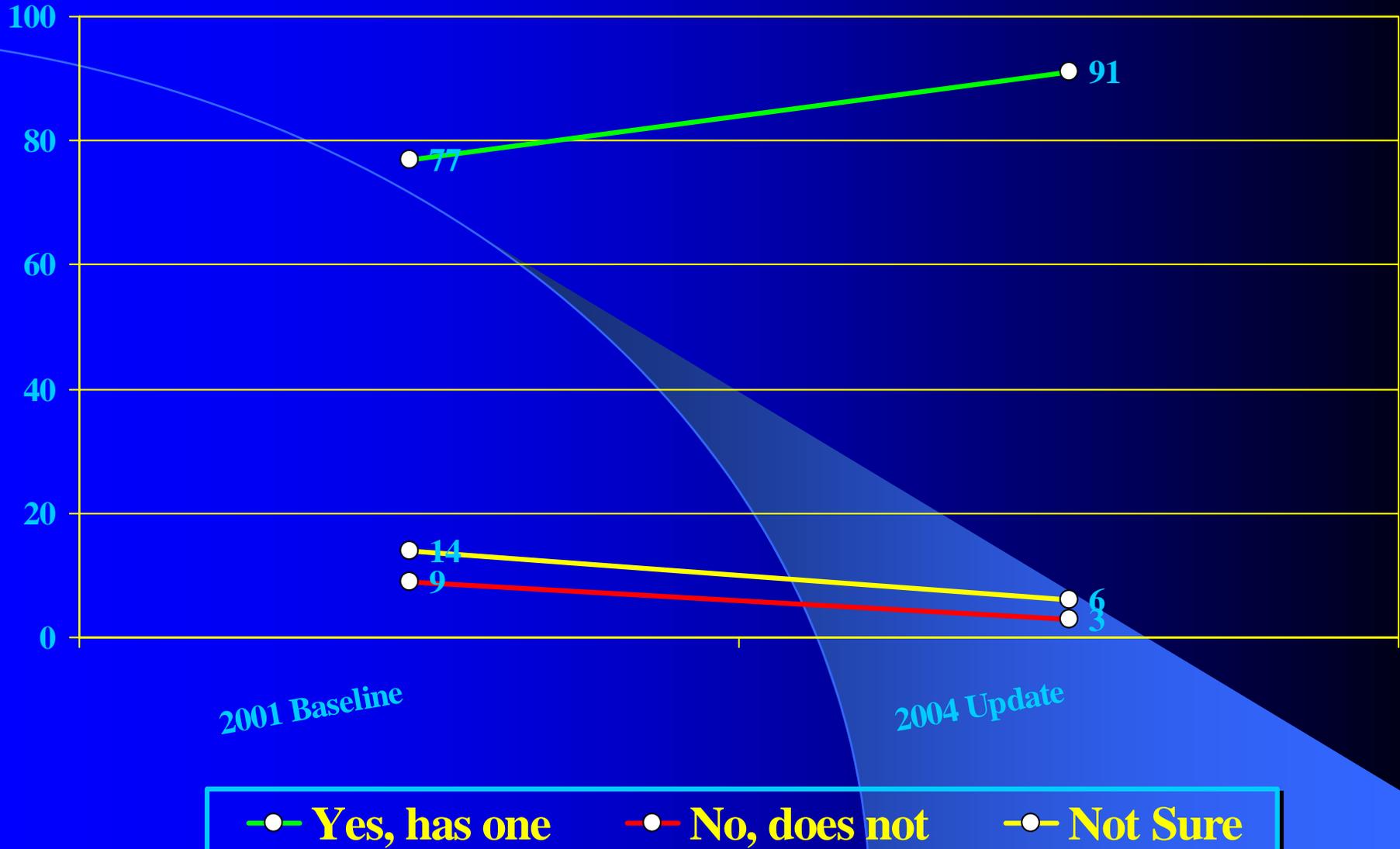
Diversity Definition by Department



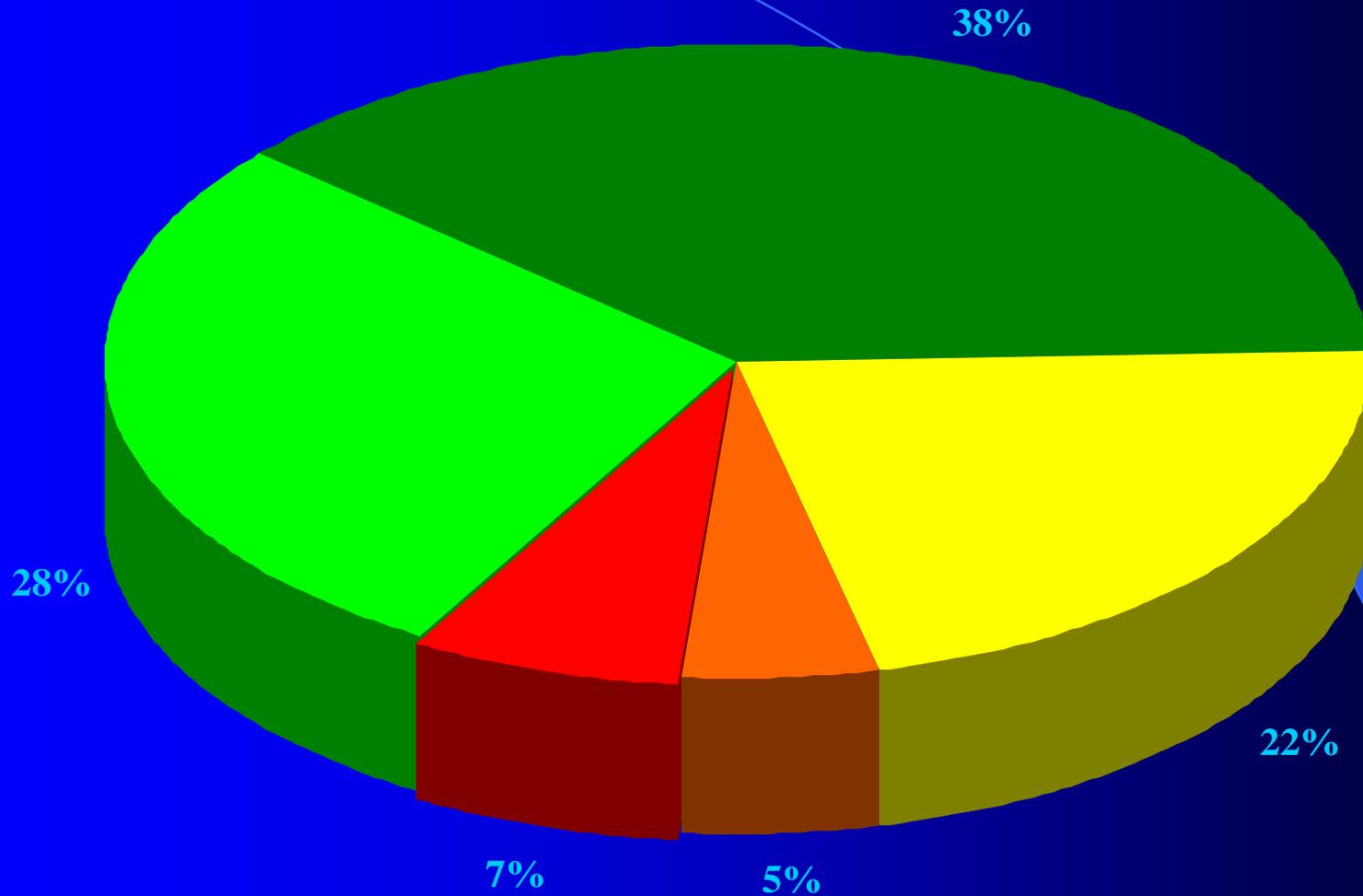
Diversity Definition by Demographics



Trend: Formal Definition of Diversity

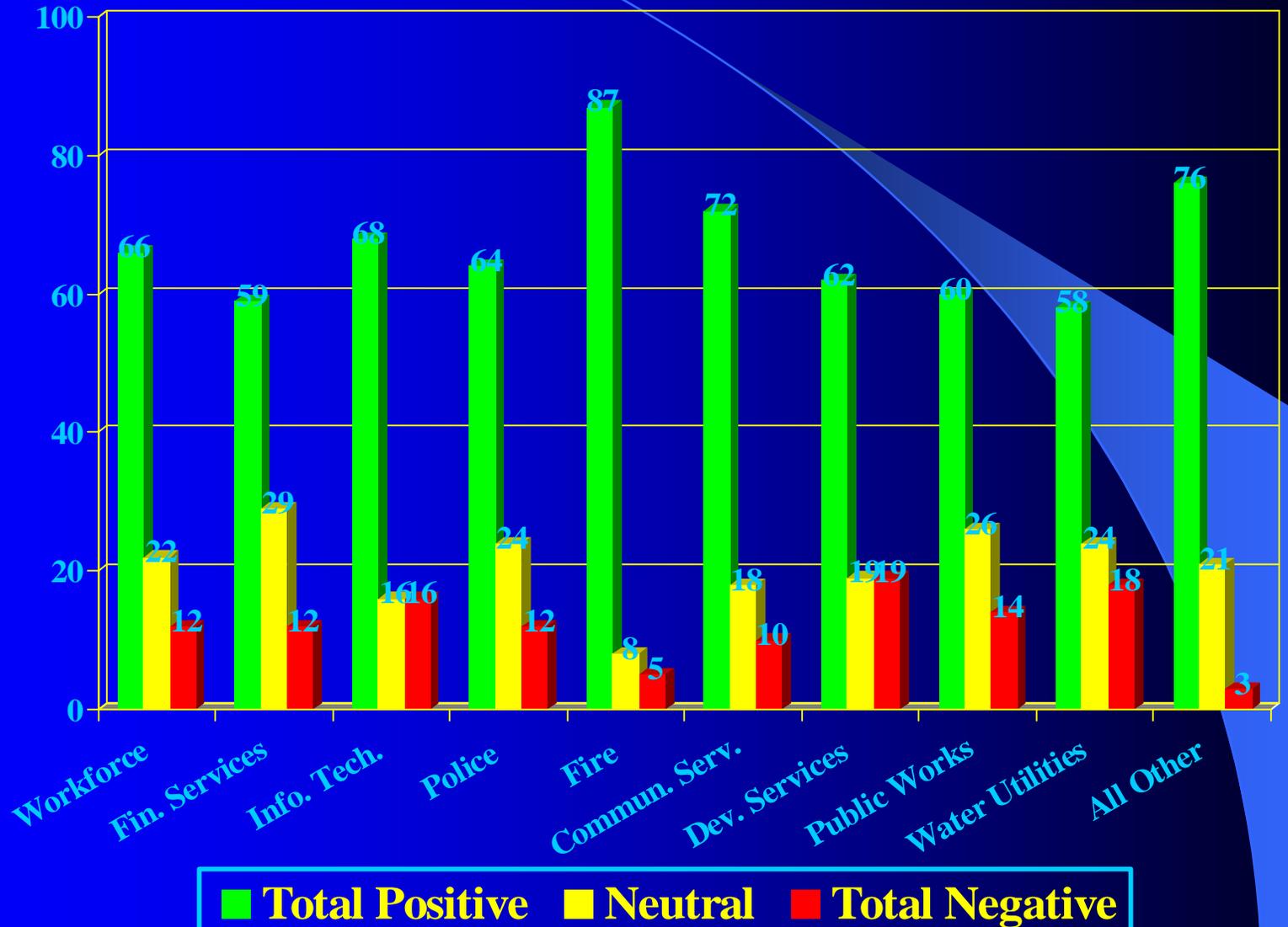


City Overall Diversity Rating

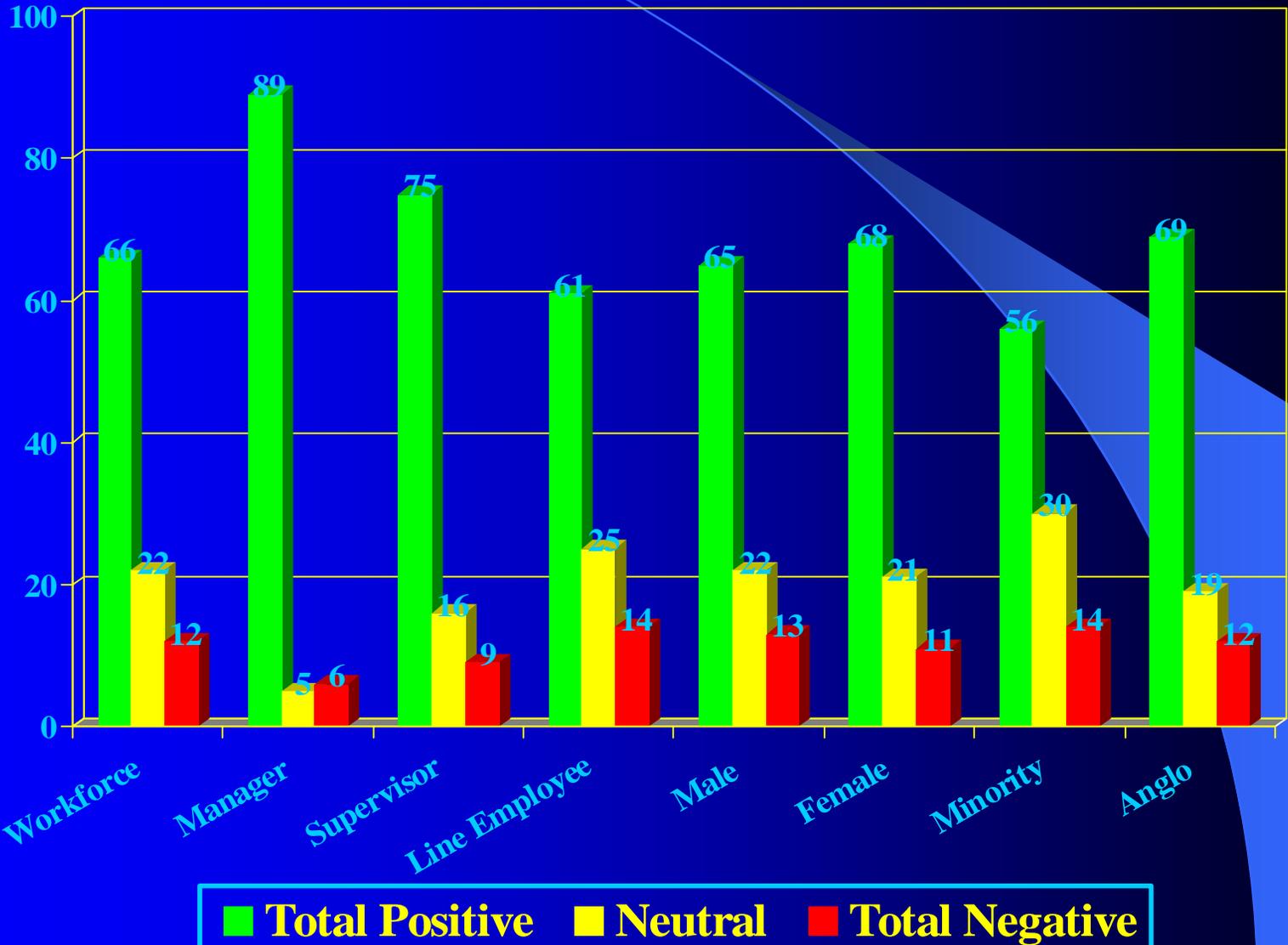


Very Positive Positive Neutral Negative Very Negative

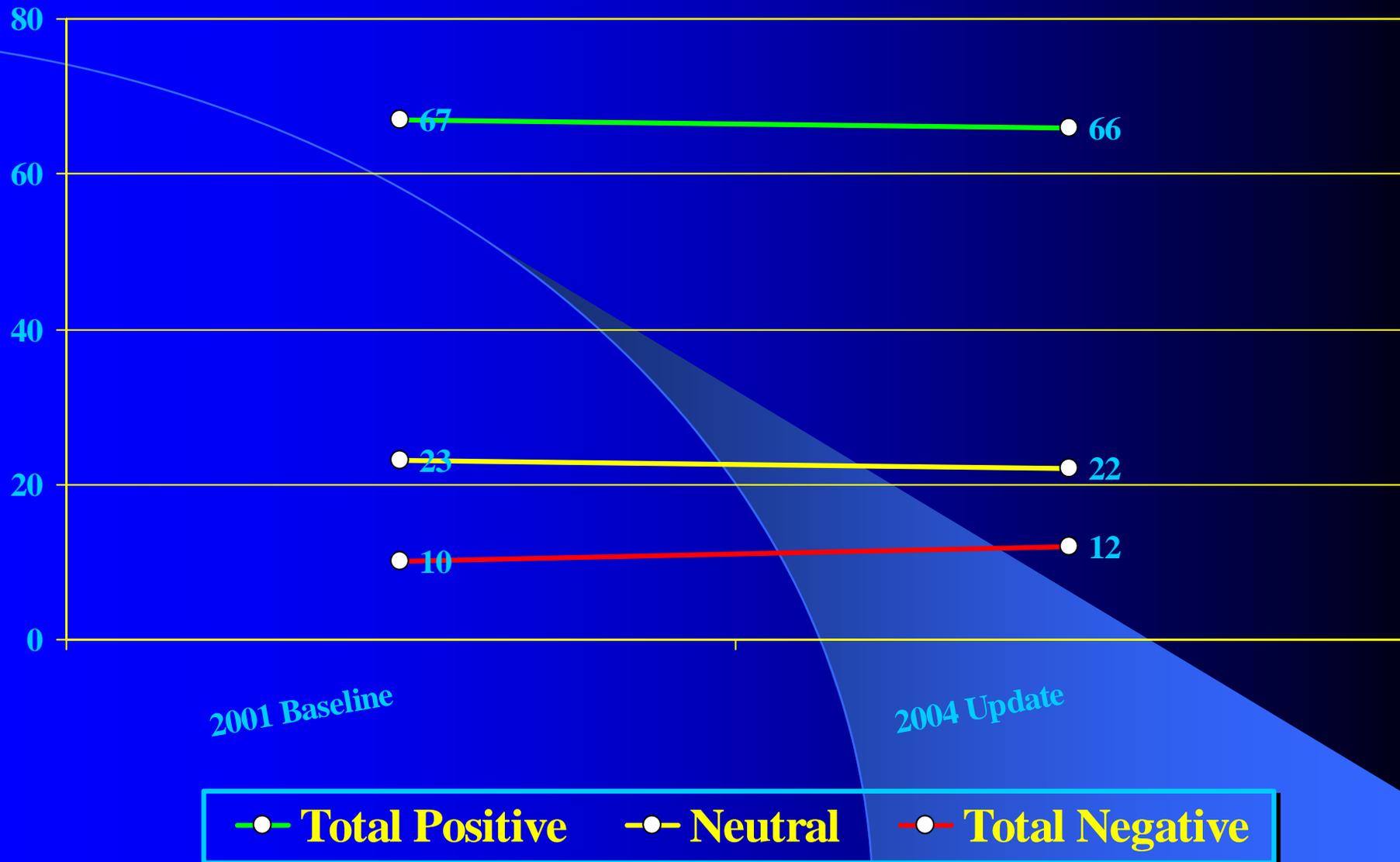
City Diversity Rating by Department



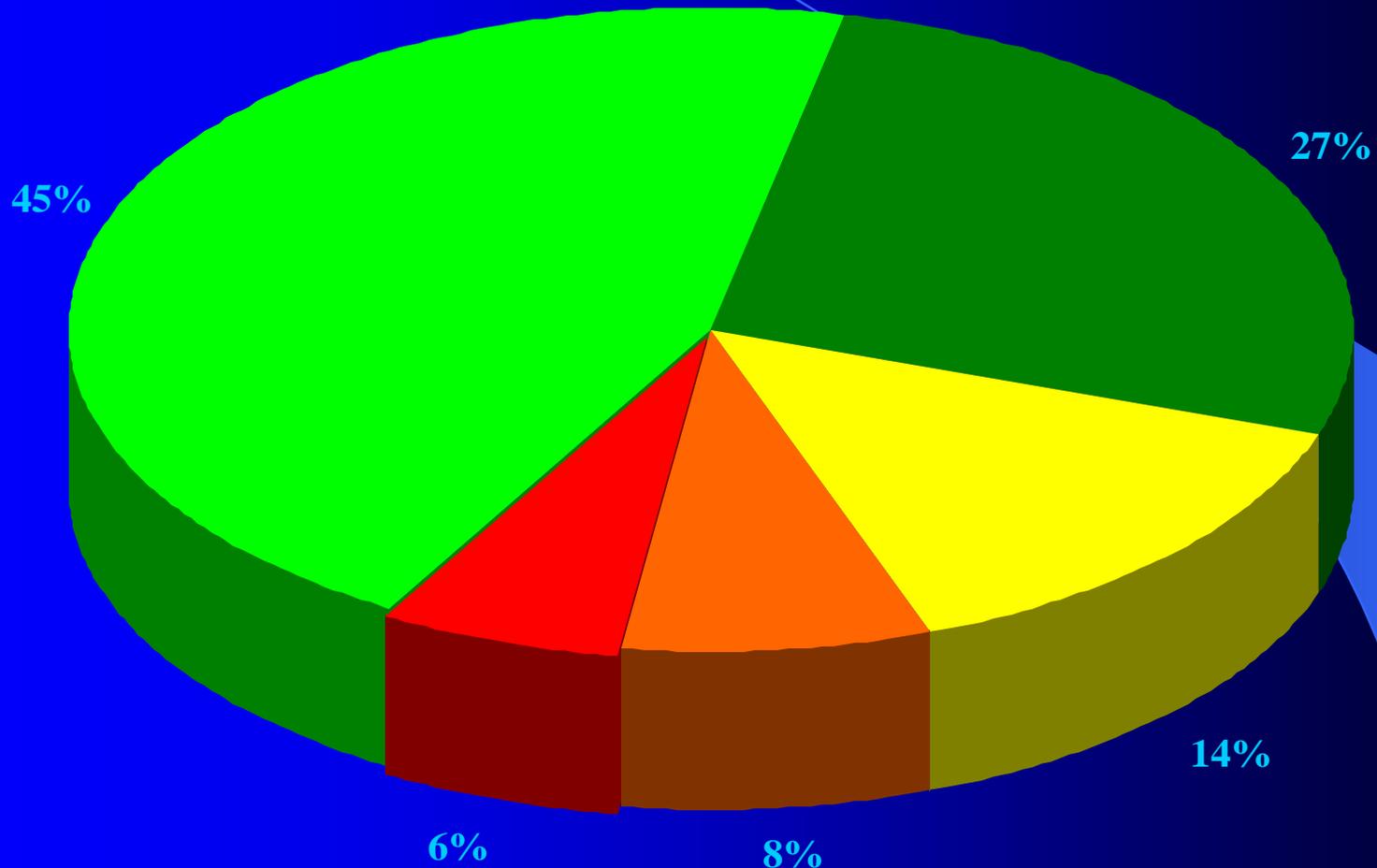
City Diversity Rating by Demographics



Trend: City Overall Diversity Rating

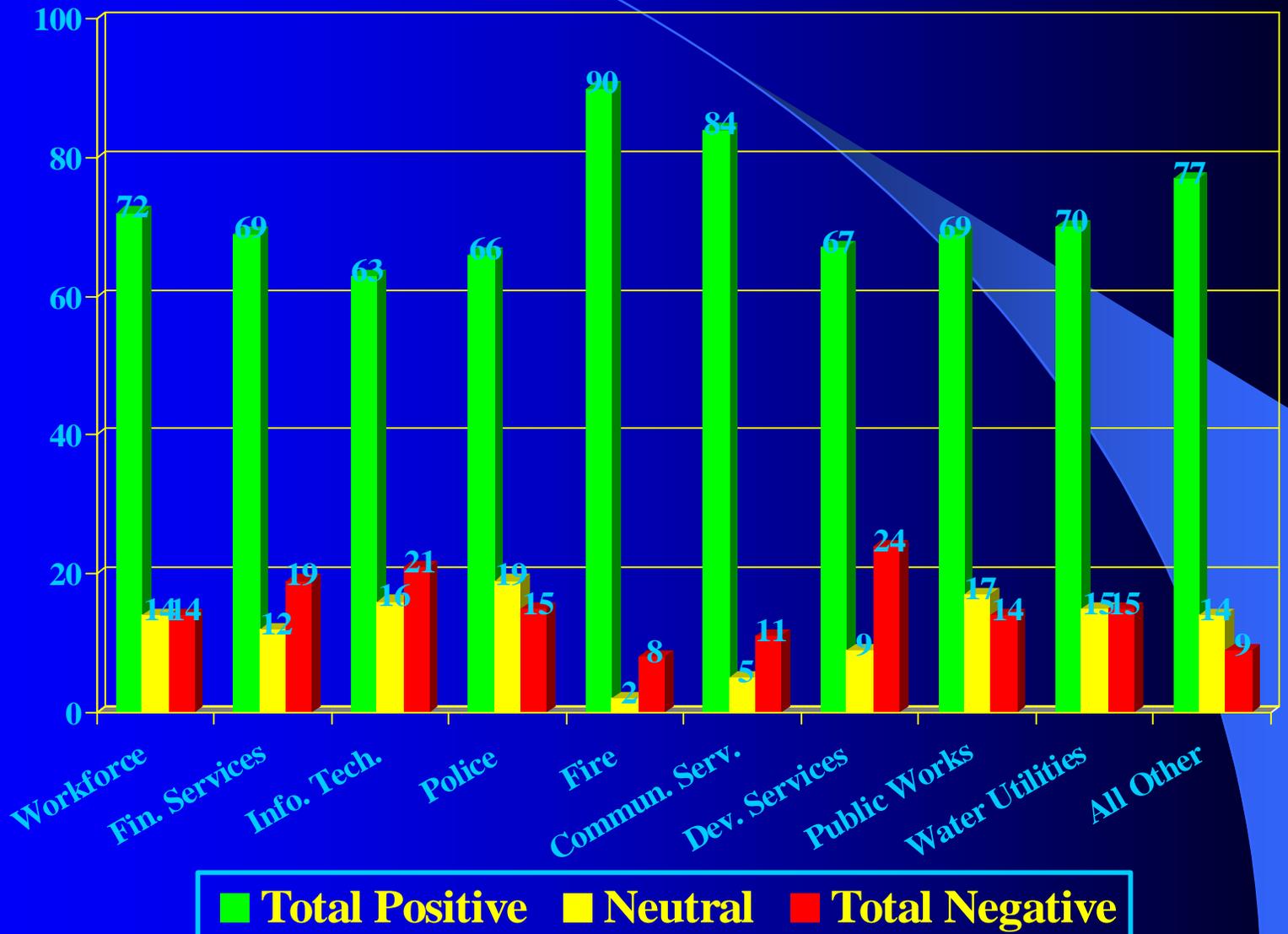


Department Overall Diversity Rating

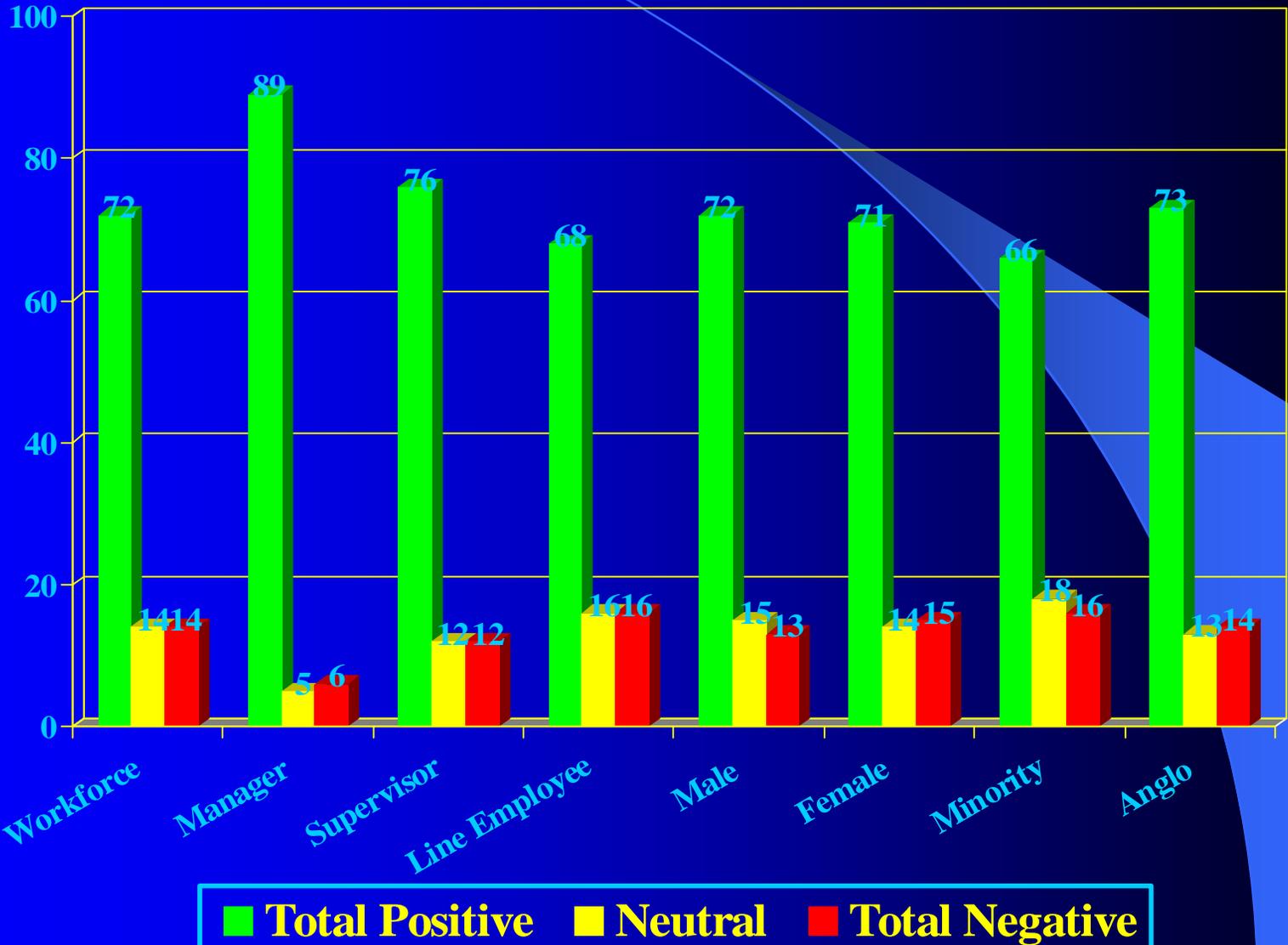


■ Very Positive ■ Positive ■ Neutral ■ Negative ■ Very Negative

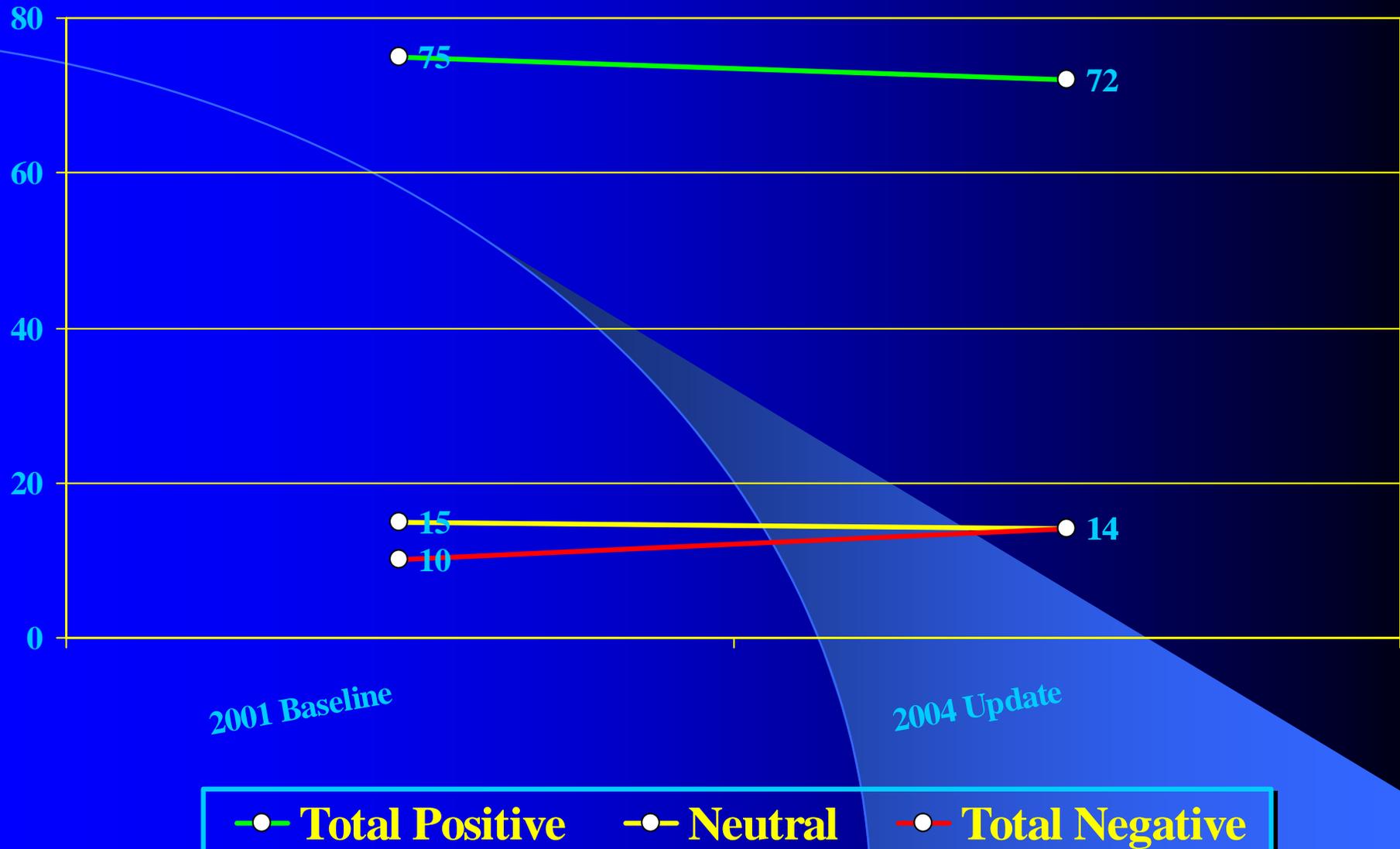
Department Diversity Rating by Dept.



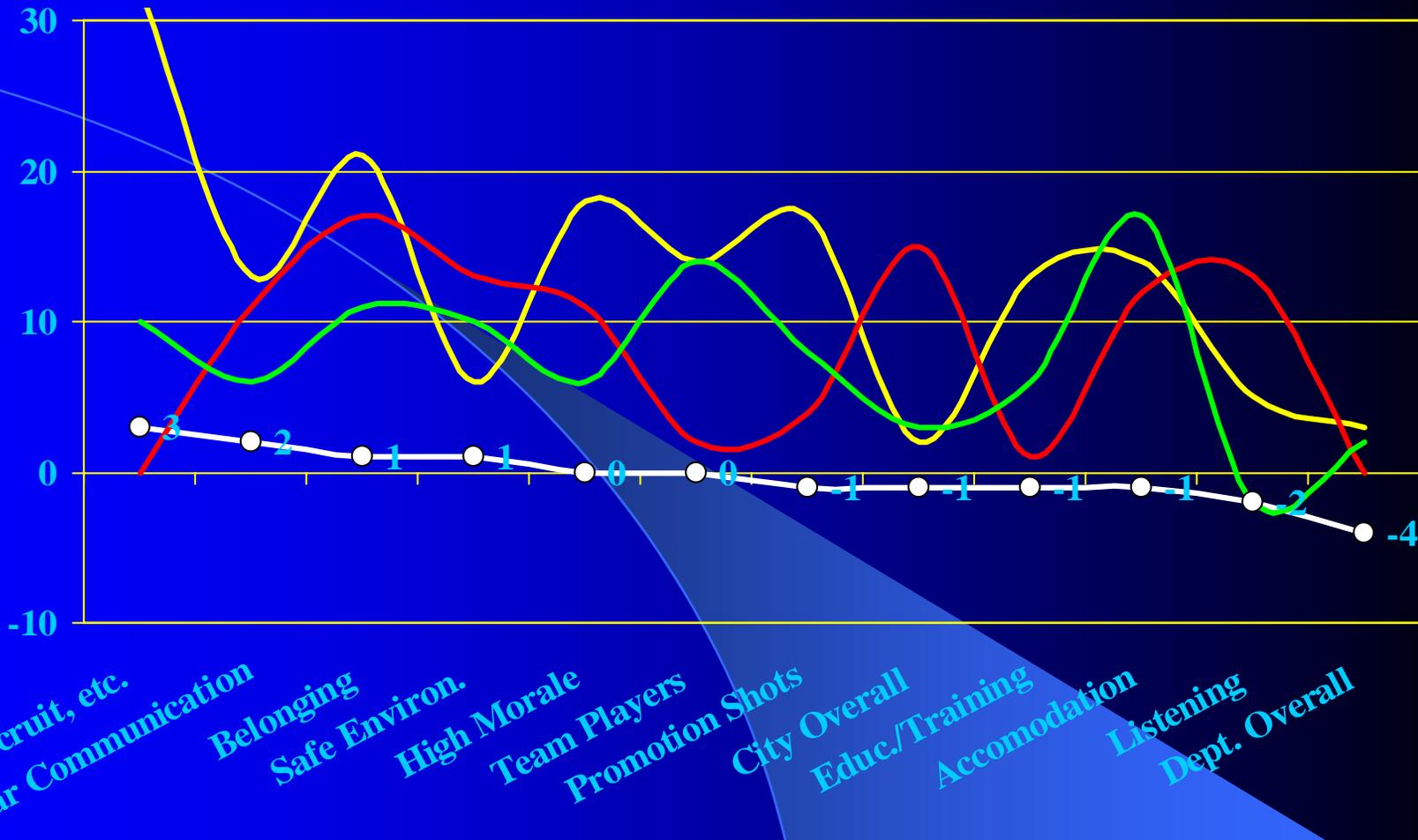
Dept. Diversity Rating by Demographics



Trend: Dept. Overall Diversity Rating

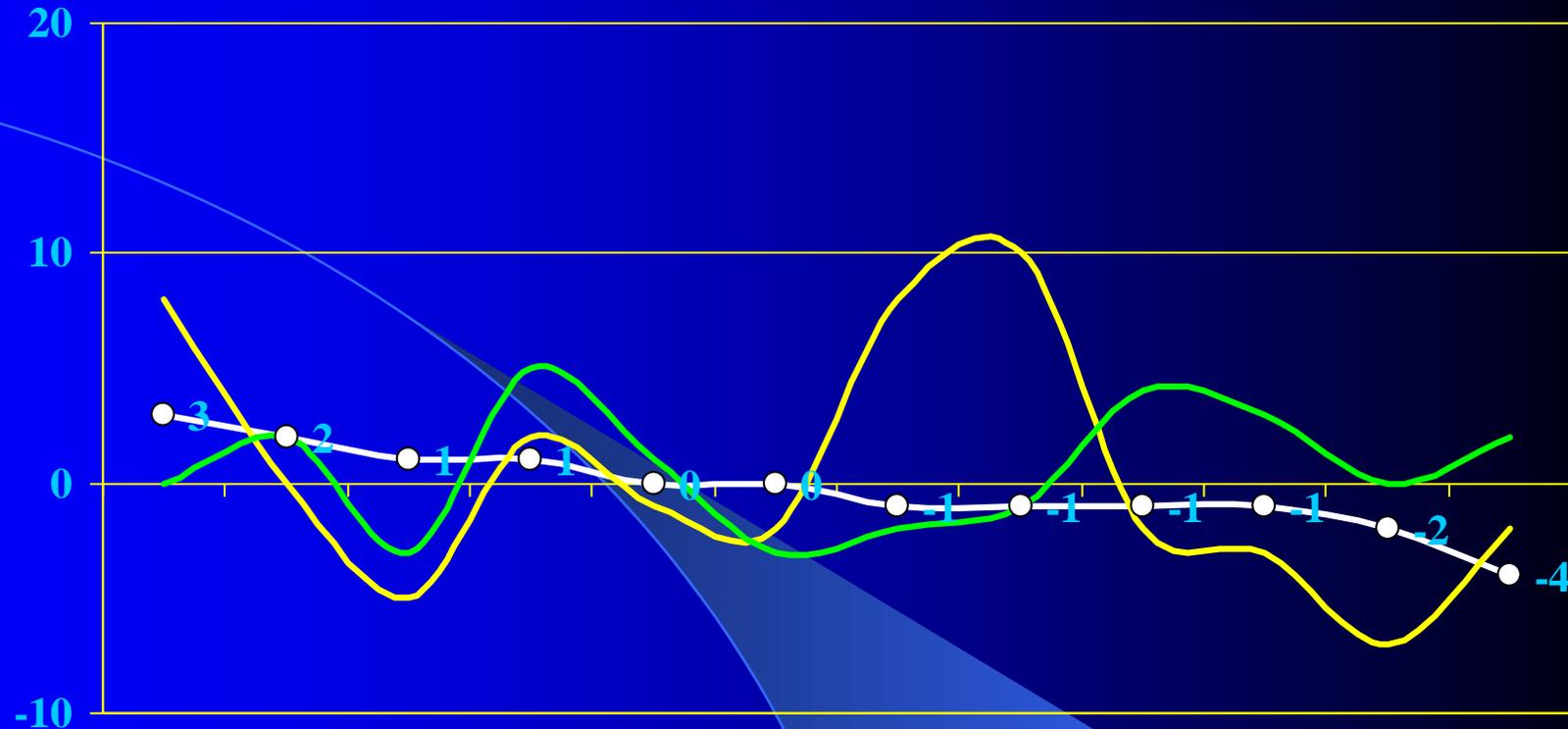


Trend: 2001-2004 Diversity Performance



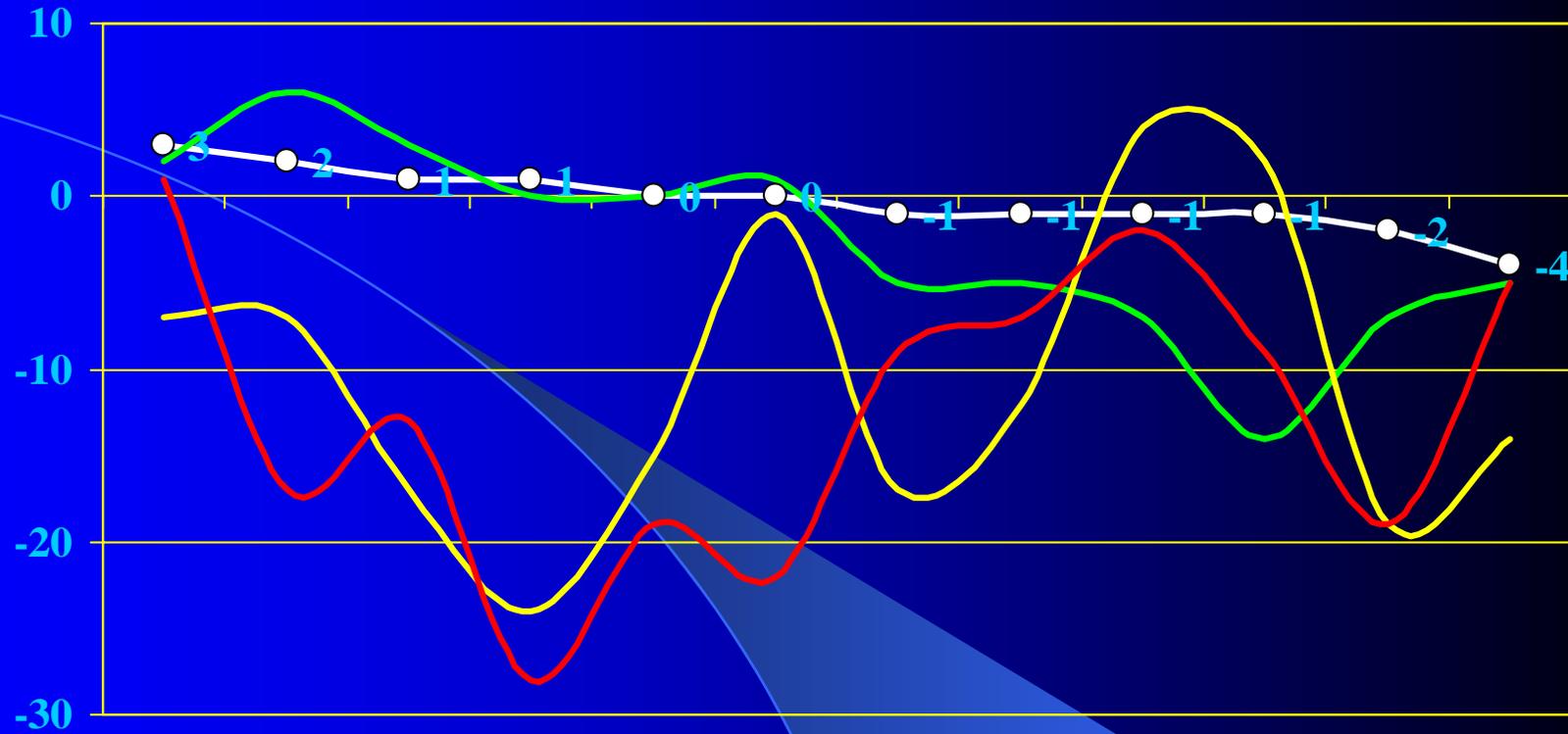
—●— **Workforce**
— **Financial Svcs.**
— **Fire**
— **Community Svcs.**

Trend: 2001-2004 Diversity Performance



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

Trend: 2001-2004 Diversity Performance

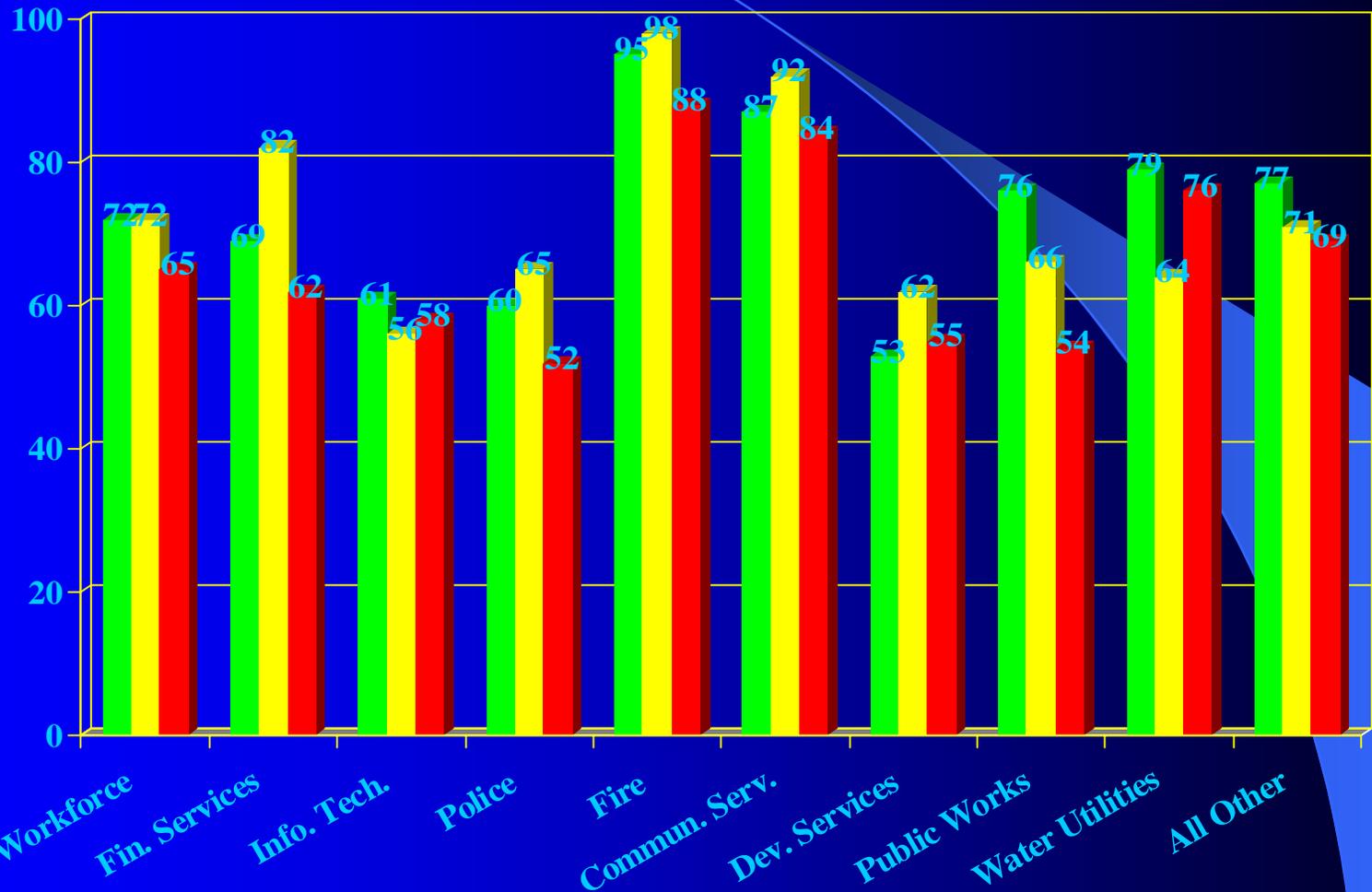


Attract, Recruit, etc.
 Clear Communication
 Belonging
 Safe Environ.
 High Morale
 Team Players
 Promotion Shots
 City Overall
 Educ./Training
 Accommodation
 Listening
 Dept. Overall

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

Workplace Culture Ratings by Dept.

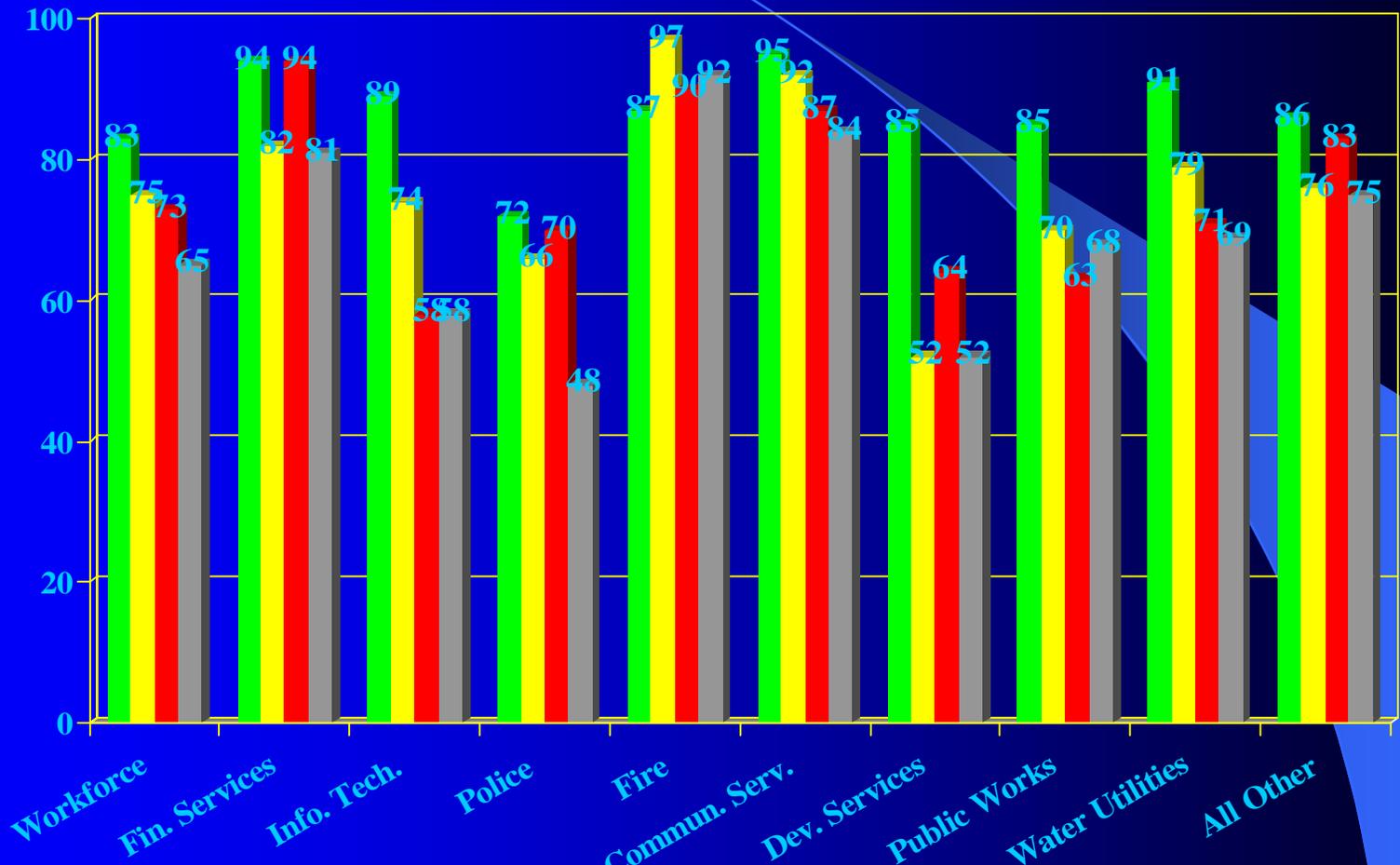
(As % of positive ratings)



■ Safe environment
 ■ Employee belonging
 ■ Employees listened to

Workplace Culture Ratings by Dept.

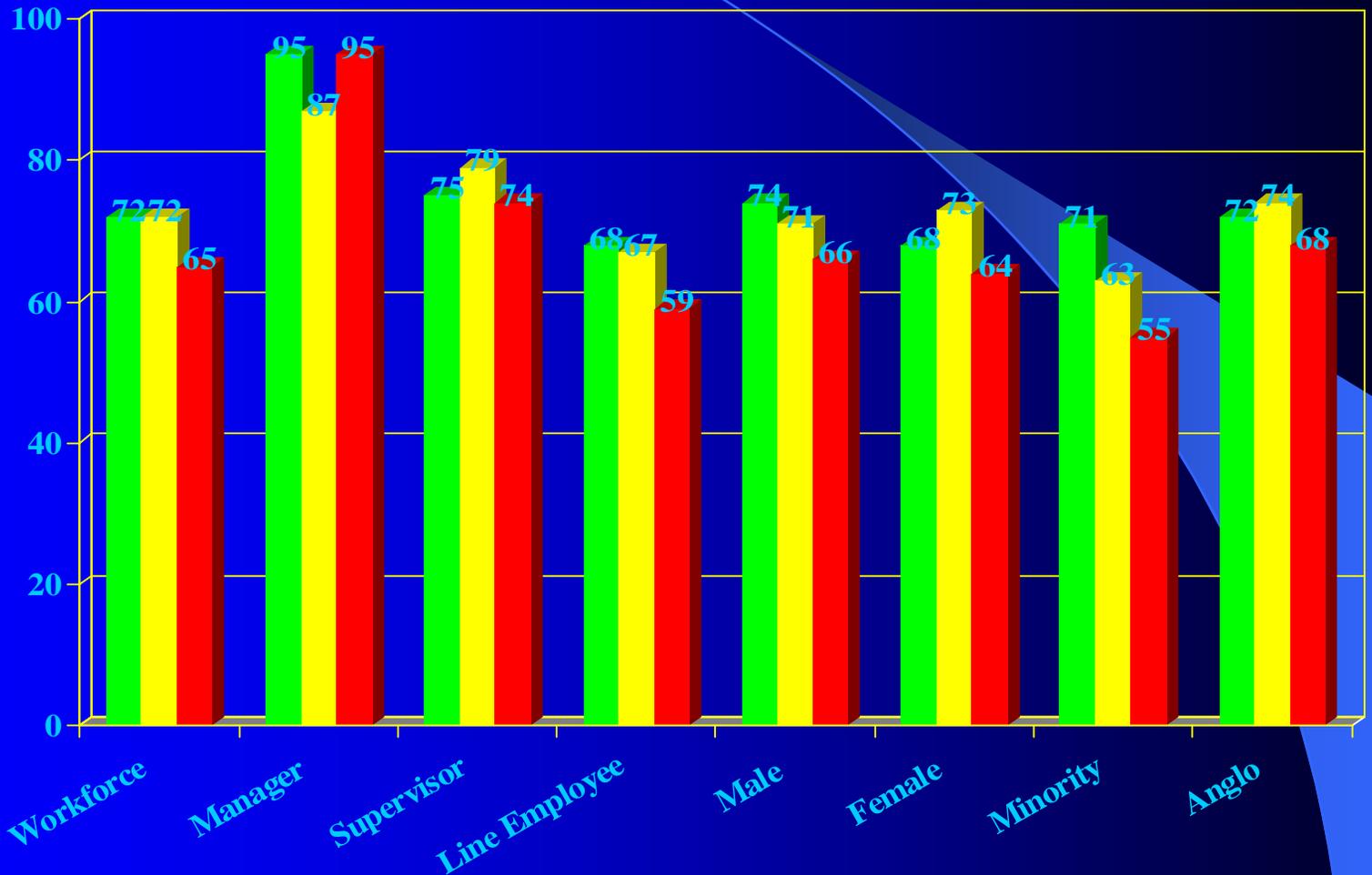
(As % of positive ratings)



■ Education, training ■ Team players
■ Employee retention, etc. ■ High morale

Workplace Culture Ratings by Demographics

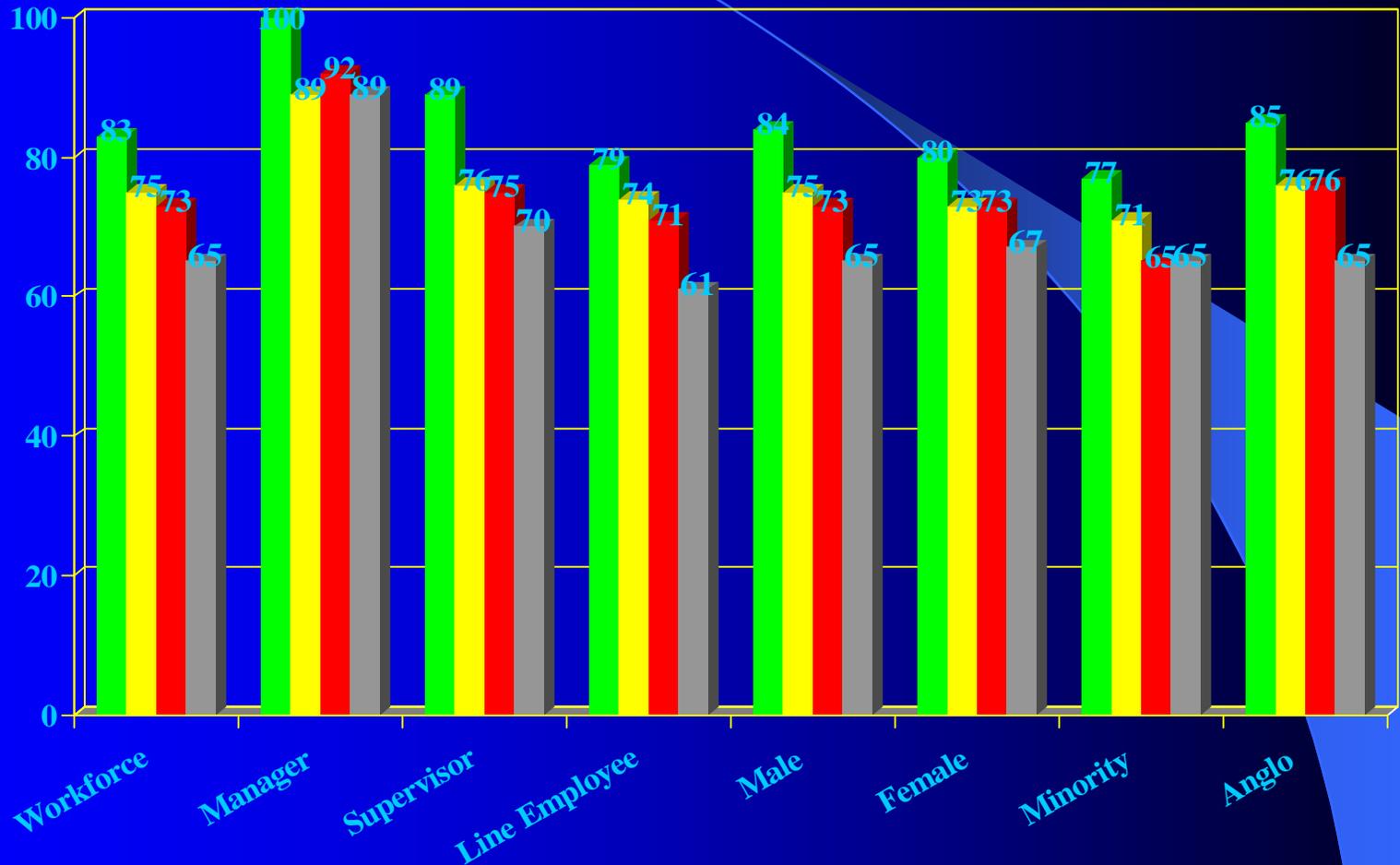
(As % of positive ratings)



■ Safe environment ■ Employee belonging ■ Employees listened to

Workplace Culture Ratings by Demographics

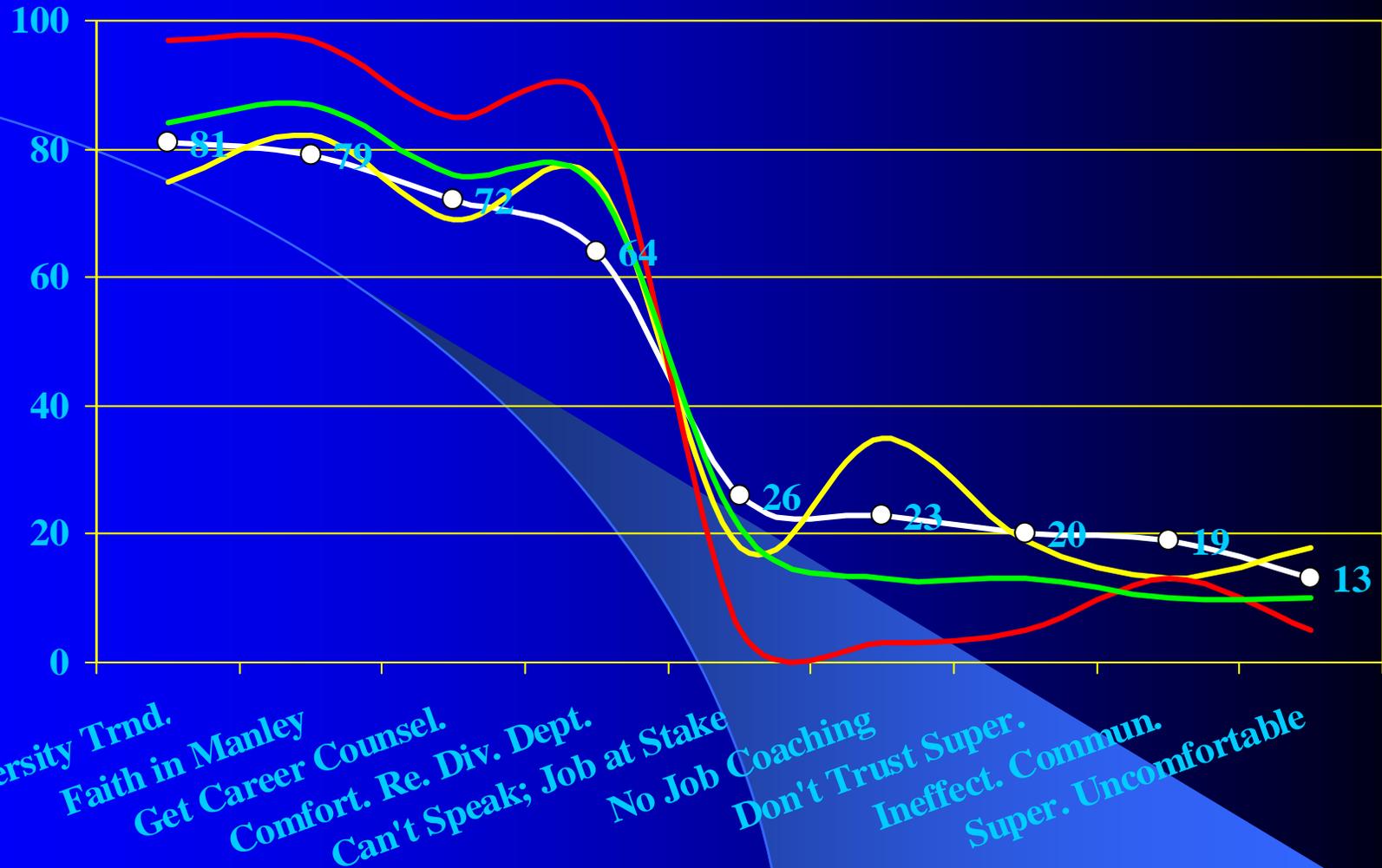
(As % of positive ratings)



■ Education, training
■ Employee retention

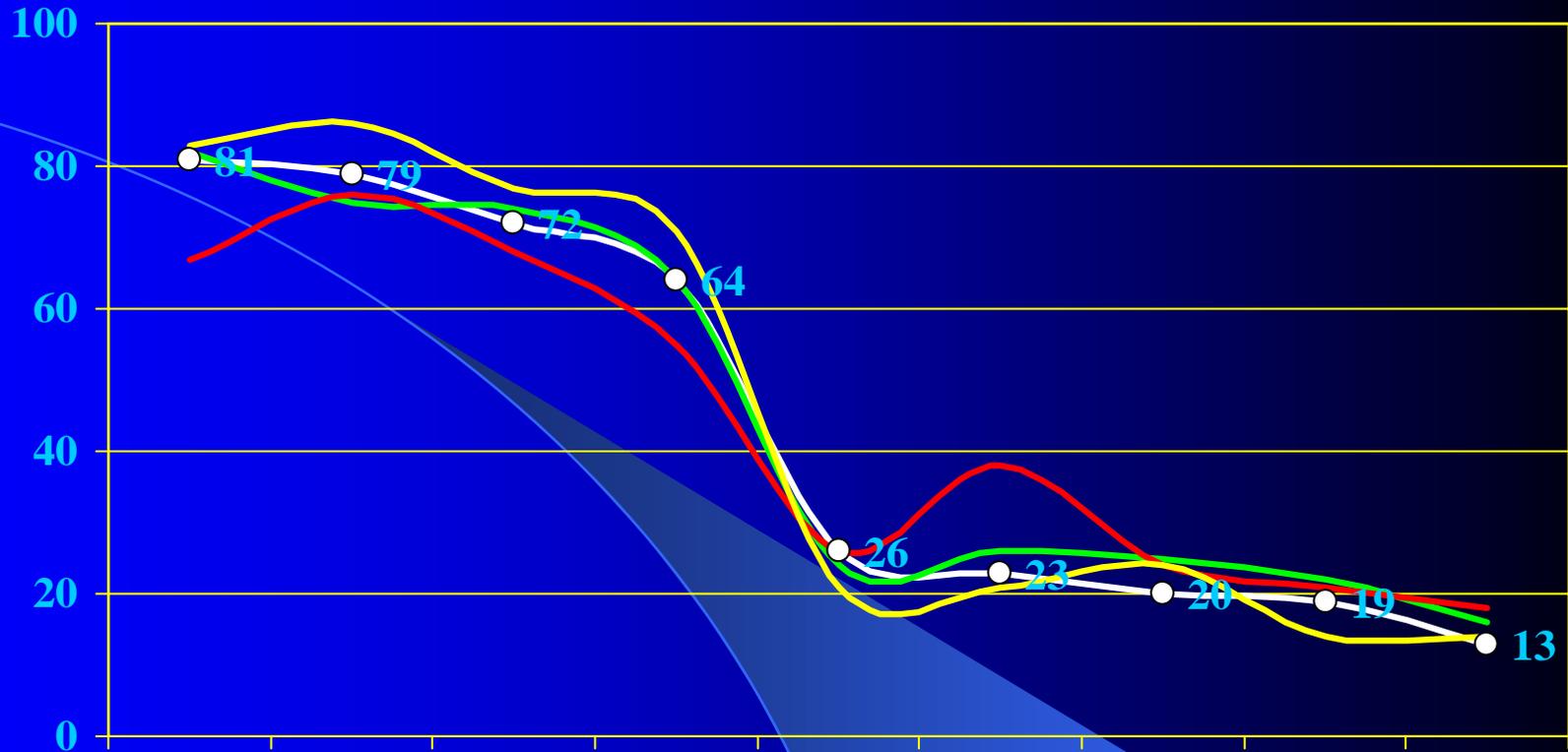
■ Team players
■ High morale

Workplace Culture Issues, Part 1



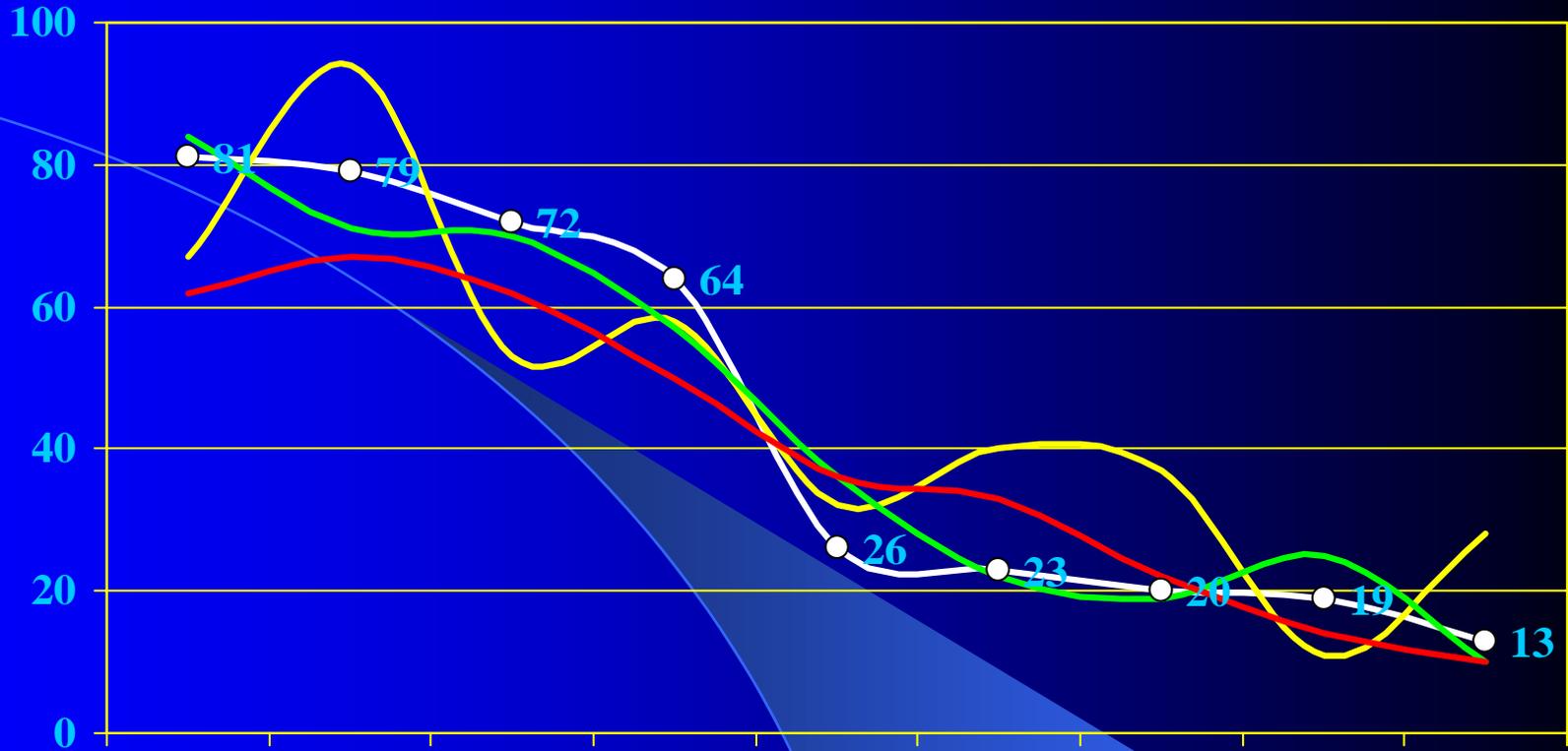
—●— **Workforce**
 — **Financial Svcs.**
 — **Fire Dept.**
 — **Community Svcs.**

Workplace Culture Issues, Part 2



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

Workplace Culture Issues, Part 3

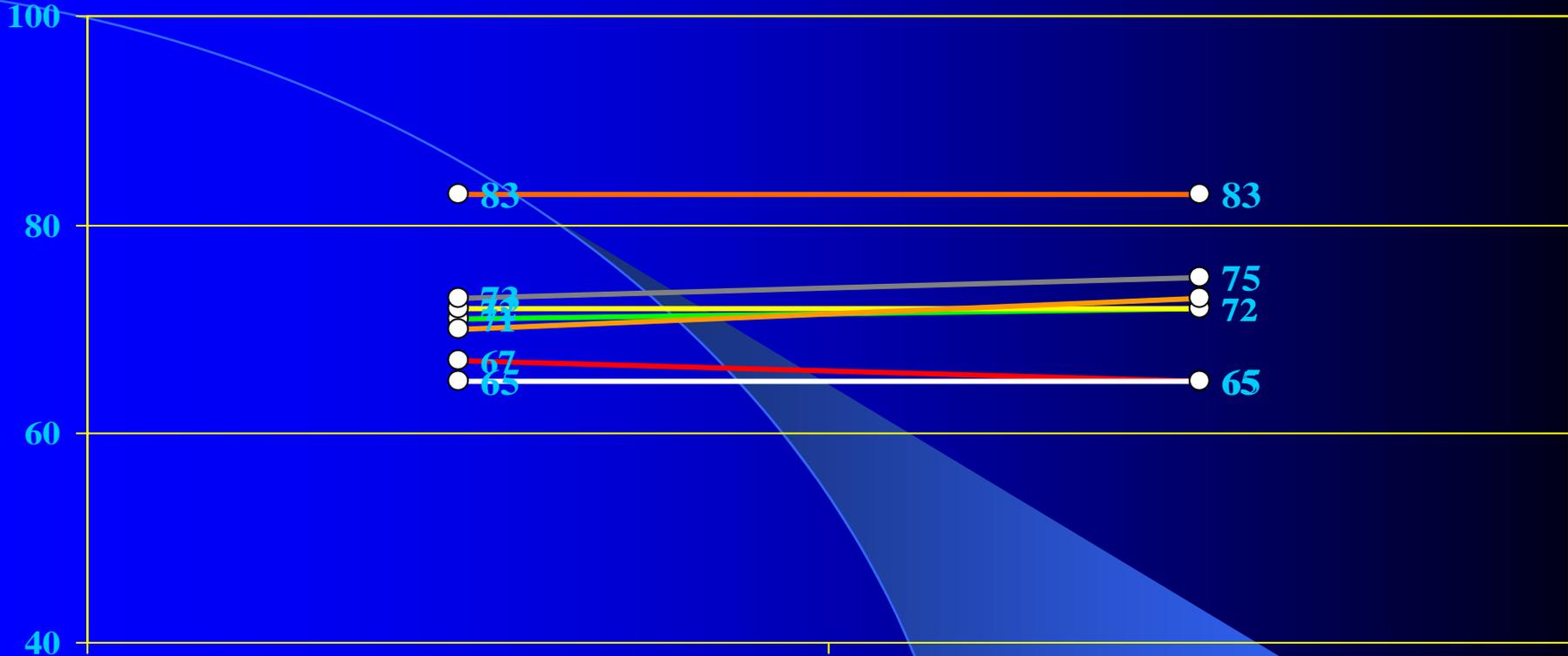


Super. Diversity Trnd.
 Faith in Manley
 Get Career Counsel.
 Comfort. Re. Div. Dept.
 Can't Speak; Job at Stake
 No Job Coaching
 Don't Trust Super.
 Ineffect. Commun.
 Super. Uncomfortable

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

Trend: Workplace Culture Ratings

(As % of positive ratings)



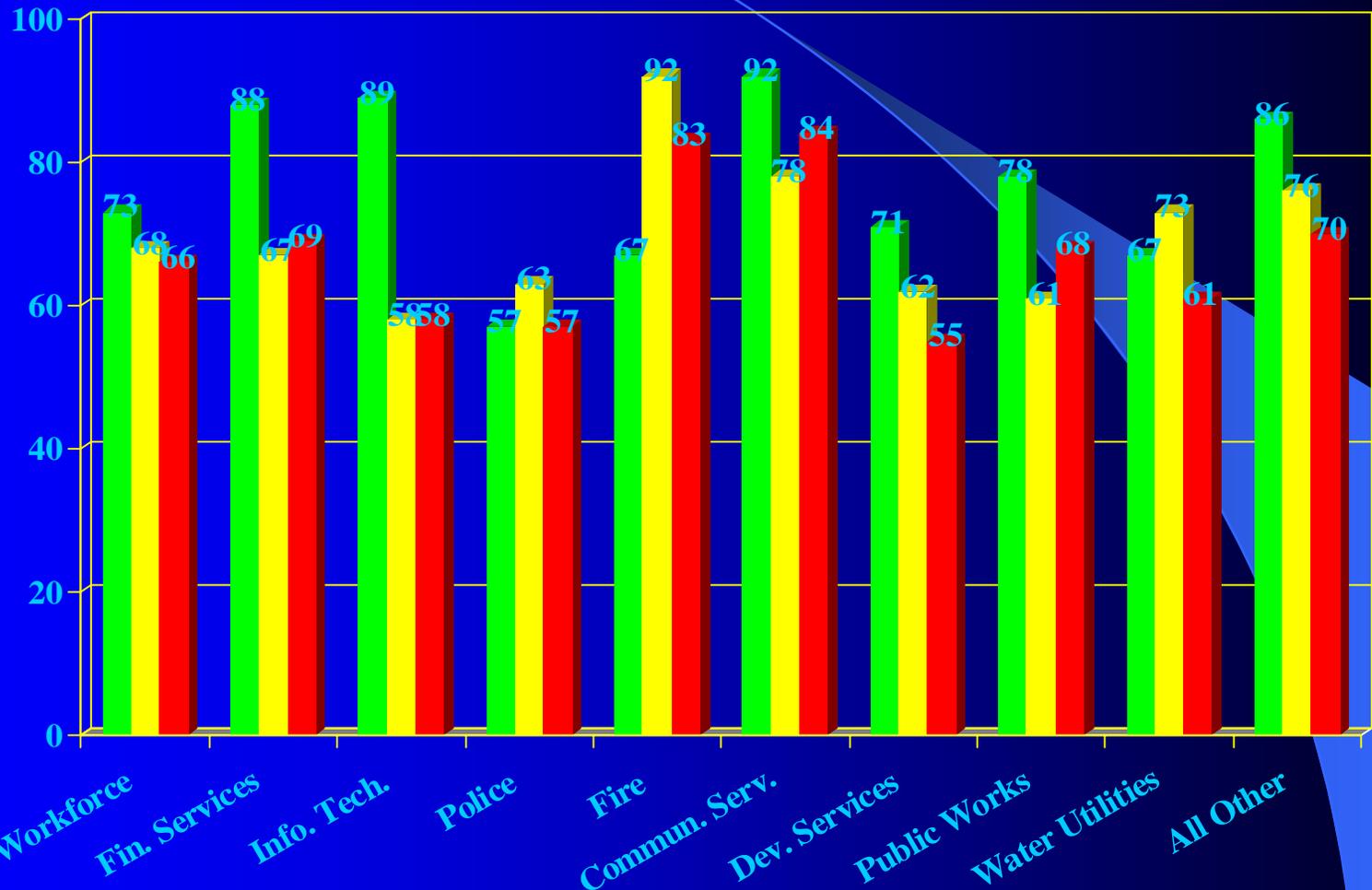
2001 Baseline

2004 Update

- Safe environ.
- Education
- Morale
- Belonging
- Team players
- Listened to
- Retention

Workplace Structure Ratings by Dept.

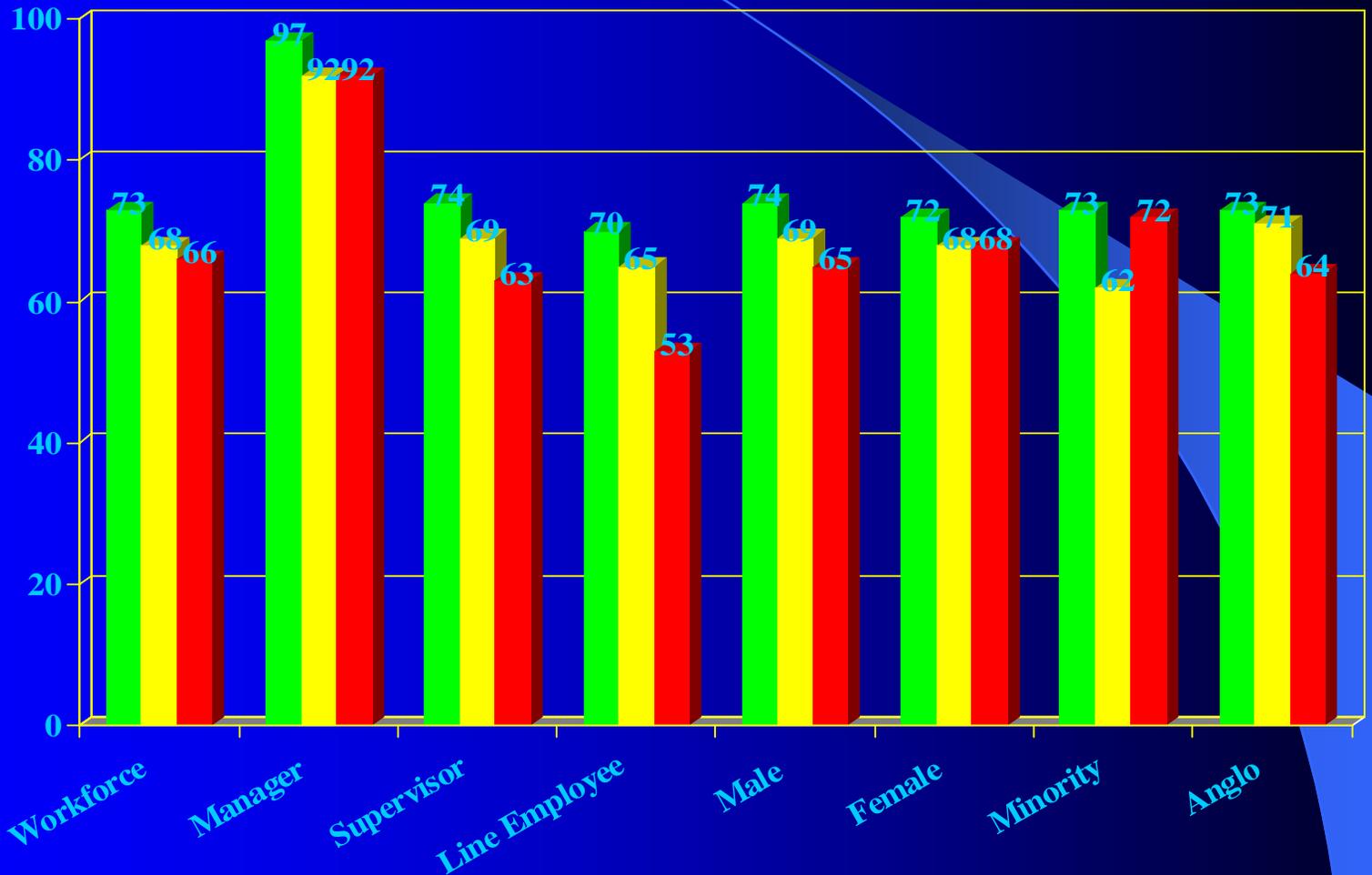
(As % of positive ratings)



■ Disabled accomodations ■ Promotion shots ■ Communication lines

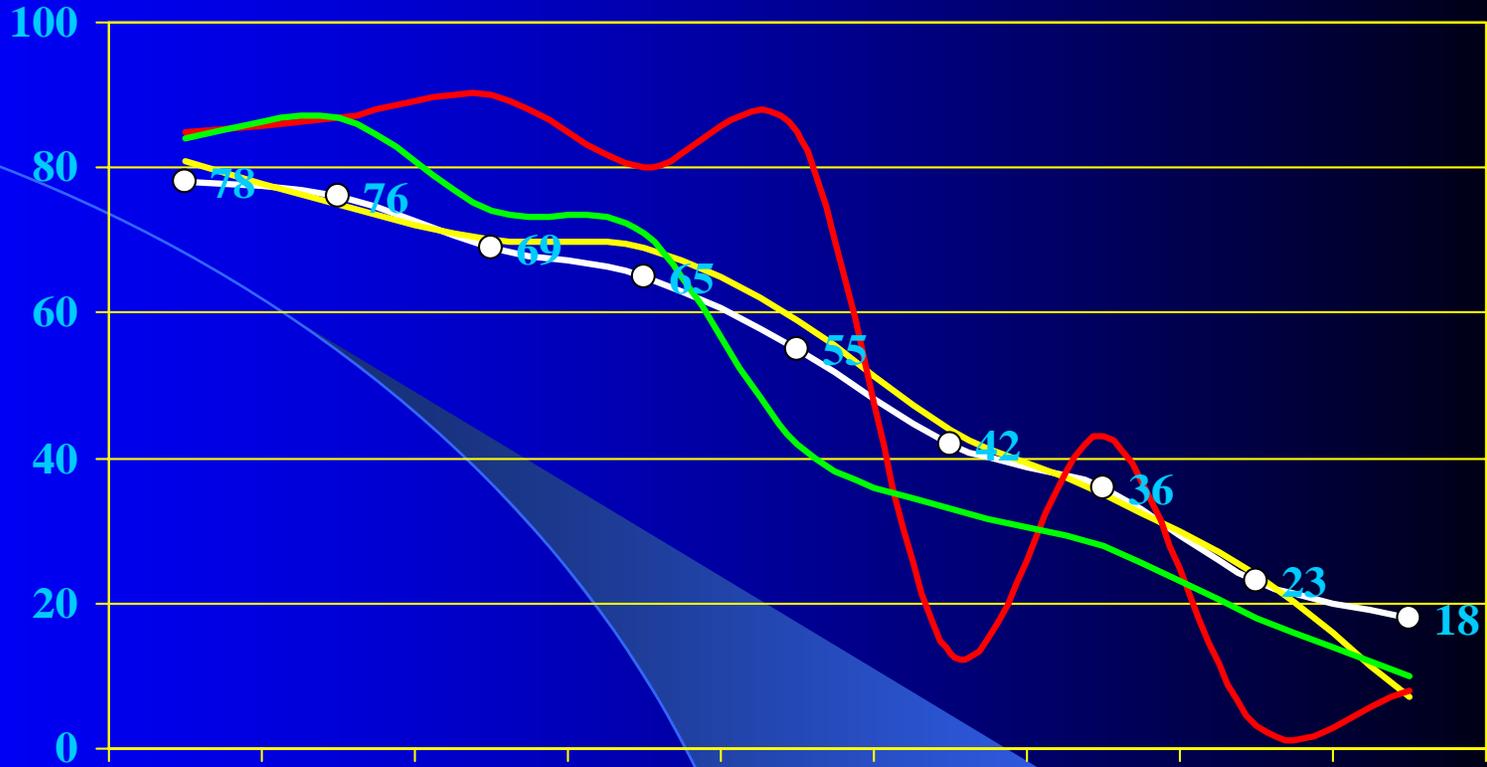
Workplace Structure Ratings by Demography

(As % of positive ratings)



■ Disabled accommodations ■ Promotion shots ■ Communication lines

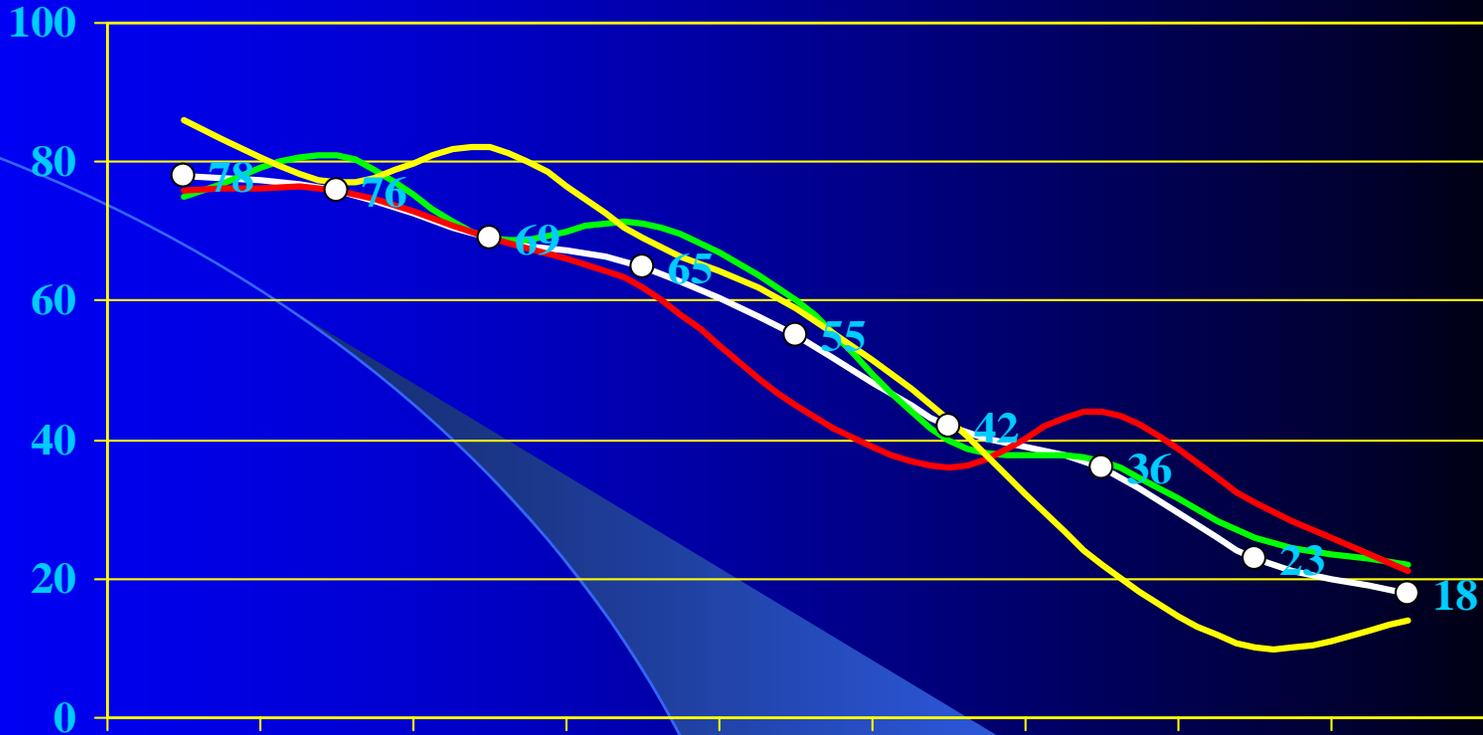
Workplace Structure Issues, Part 1



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.

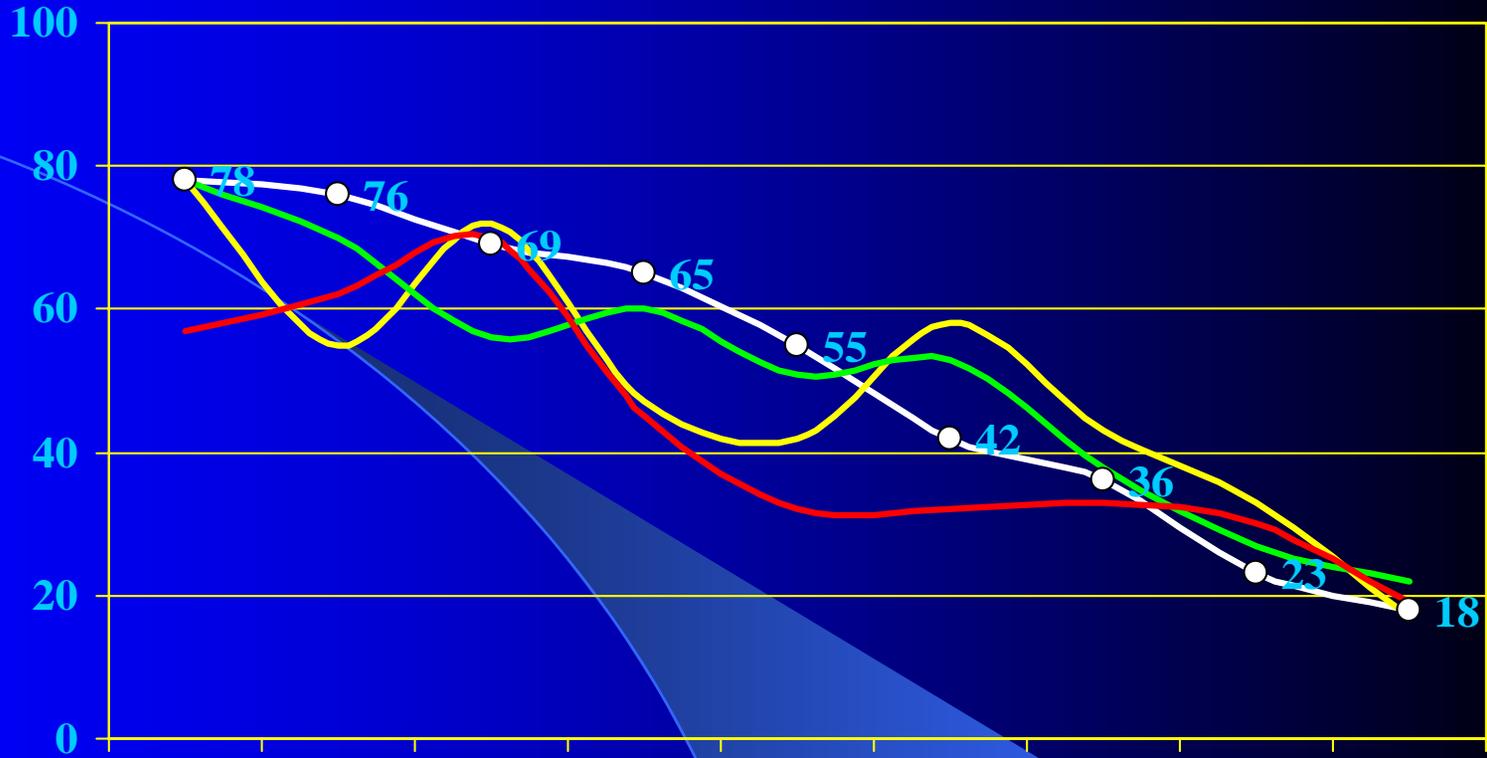
Workplace Structure Issues, Part 2



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

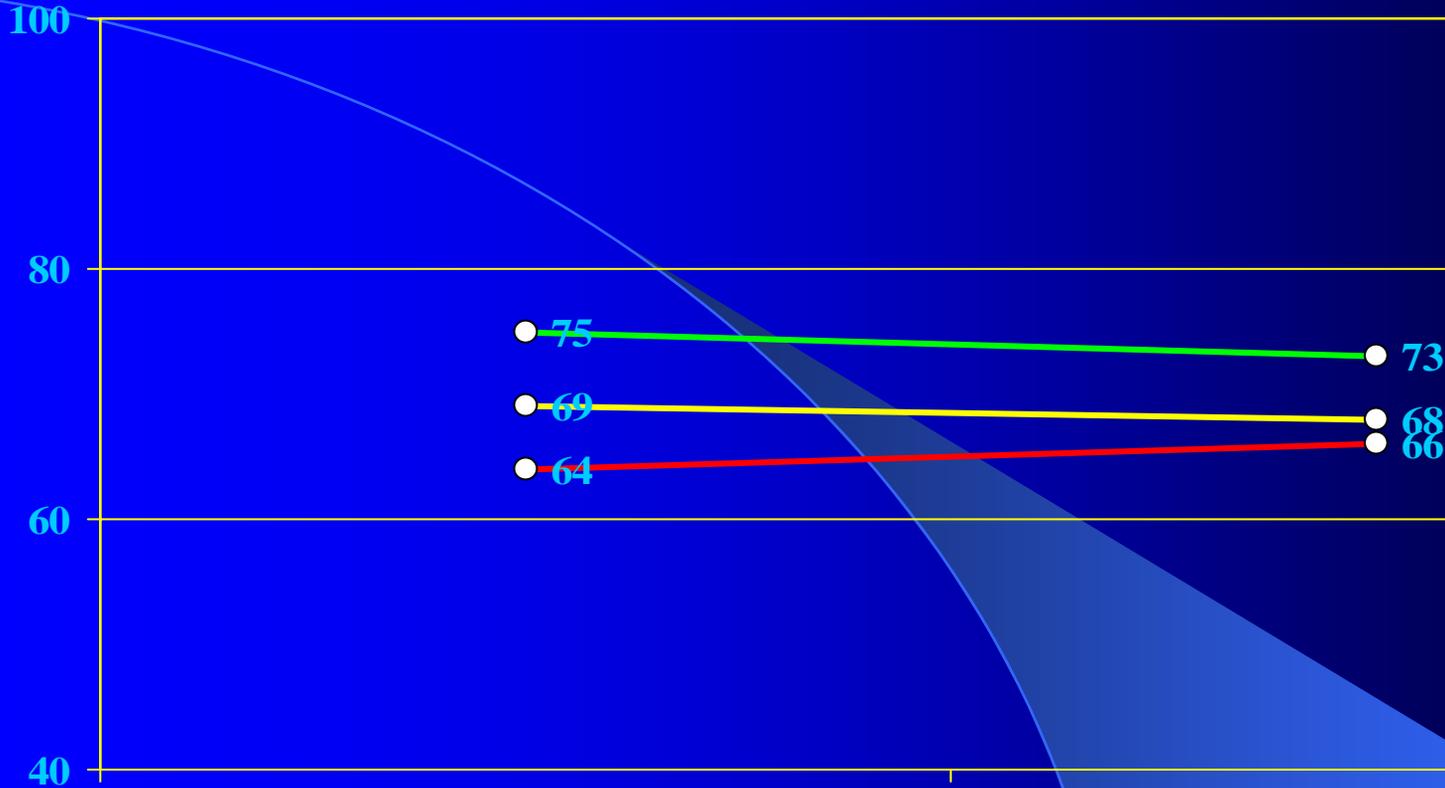


New Promot. Policies Good
 Mgmt. Improves Work.
 6-Sided Strong Advocate
 Div. Dept. Effective
 Dept. Impl. Action Plan
 Good Old Boy System
 HR Supports System
 No System for Mgmt.
 City Needs for Conflict
 City Needs Career Progs.

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

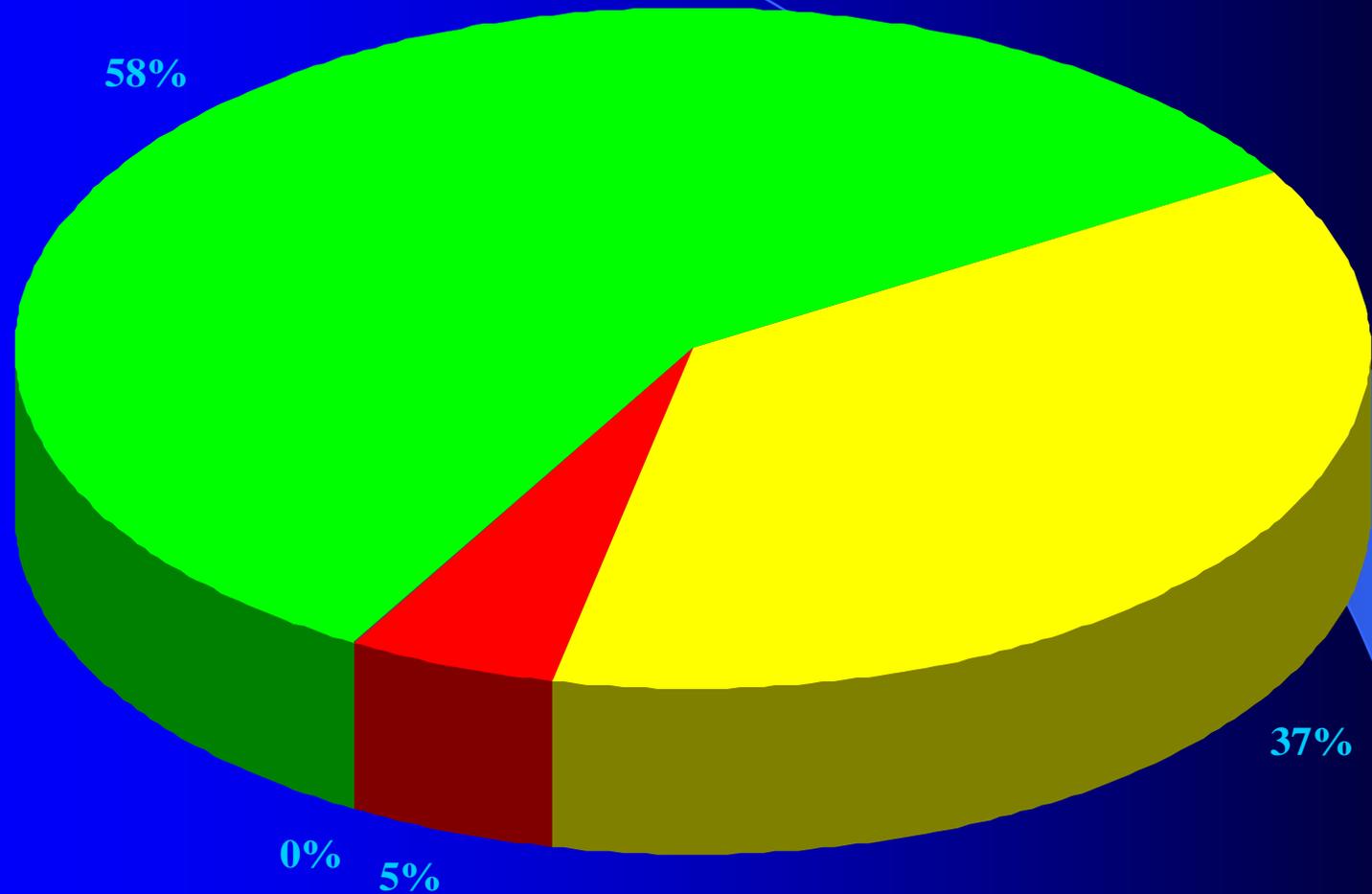
Trend: Workplace Structure Ratings

(As % of positive ratings)



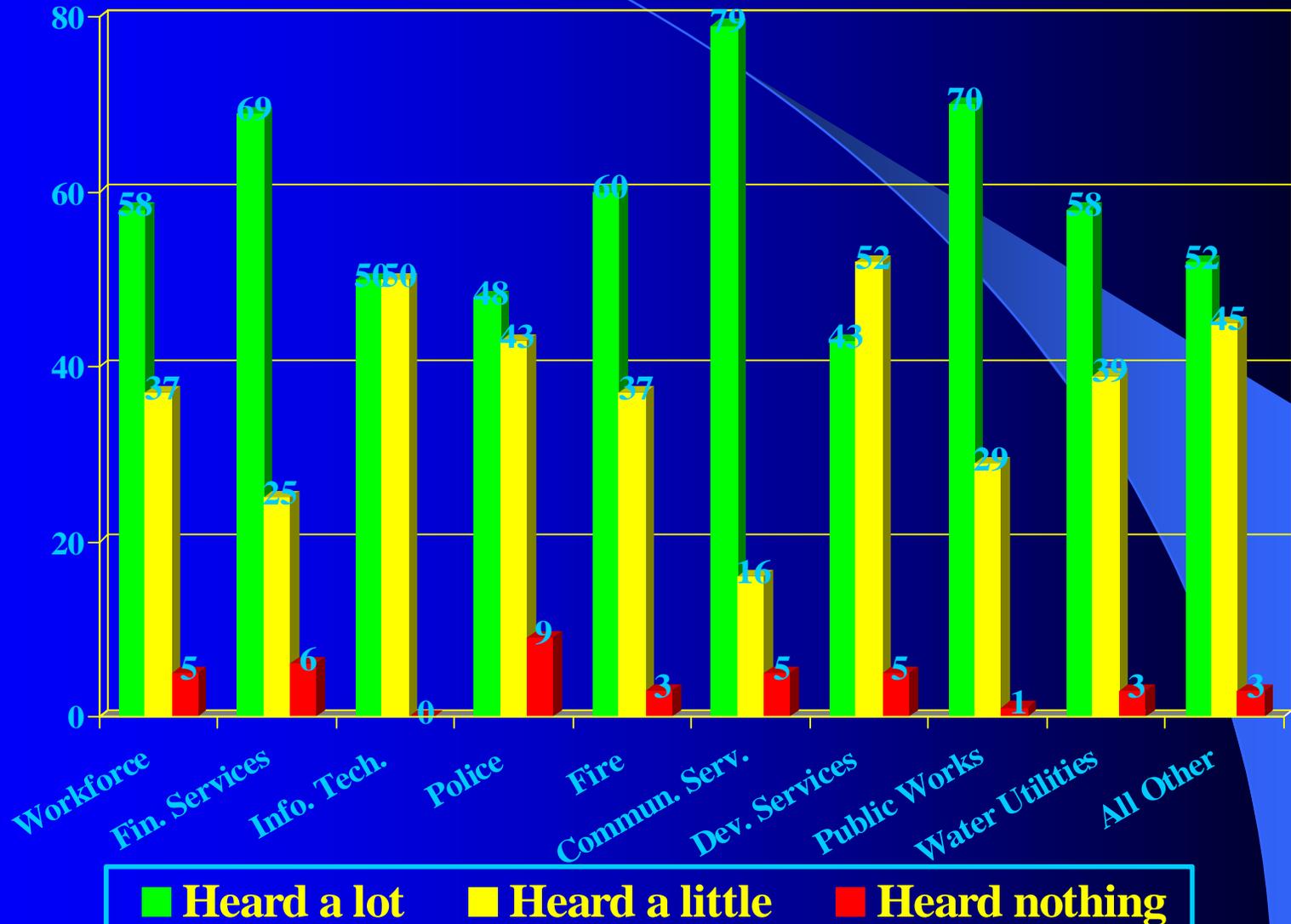
● Disabled accommodations ● Promotion shots
● Communication lines

Awareness of City's Diversity Action Plan

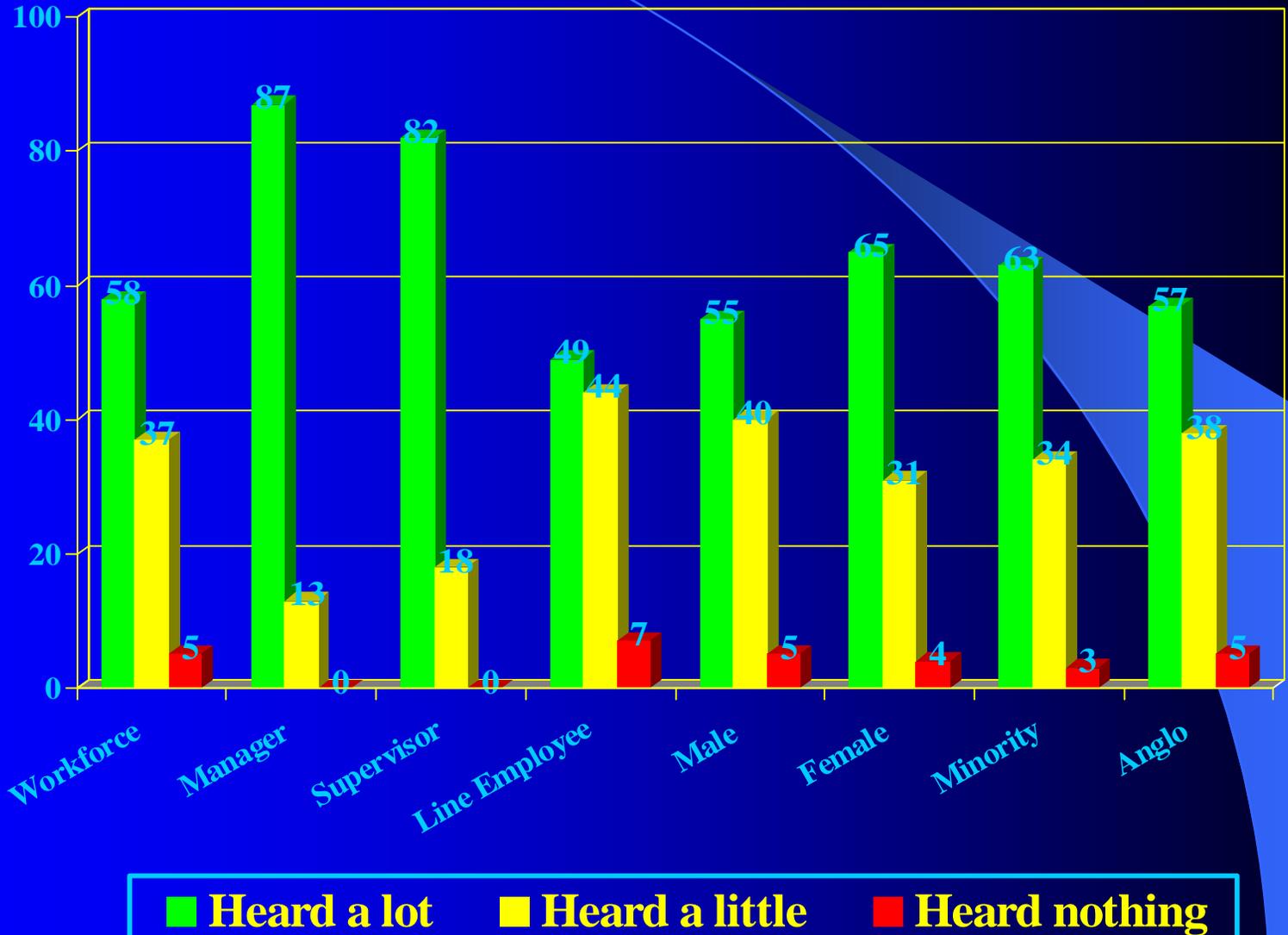


■ Heard a lot ■ Heard a little ■ Heard nothing ■ Not Sure

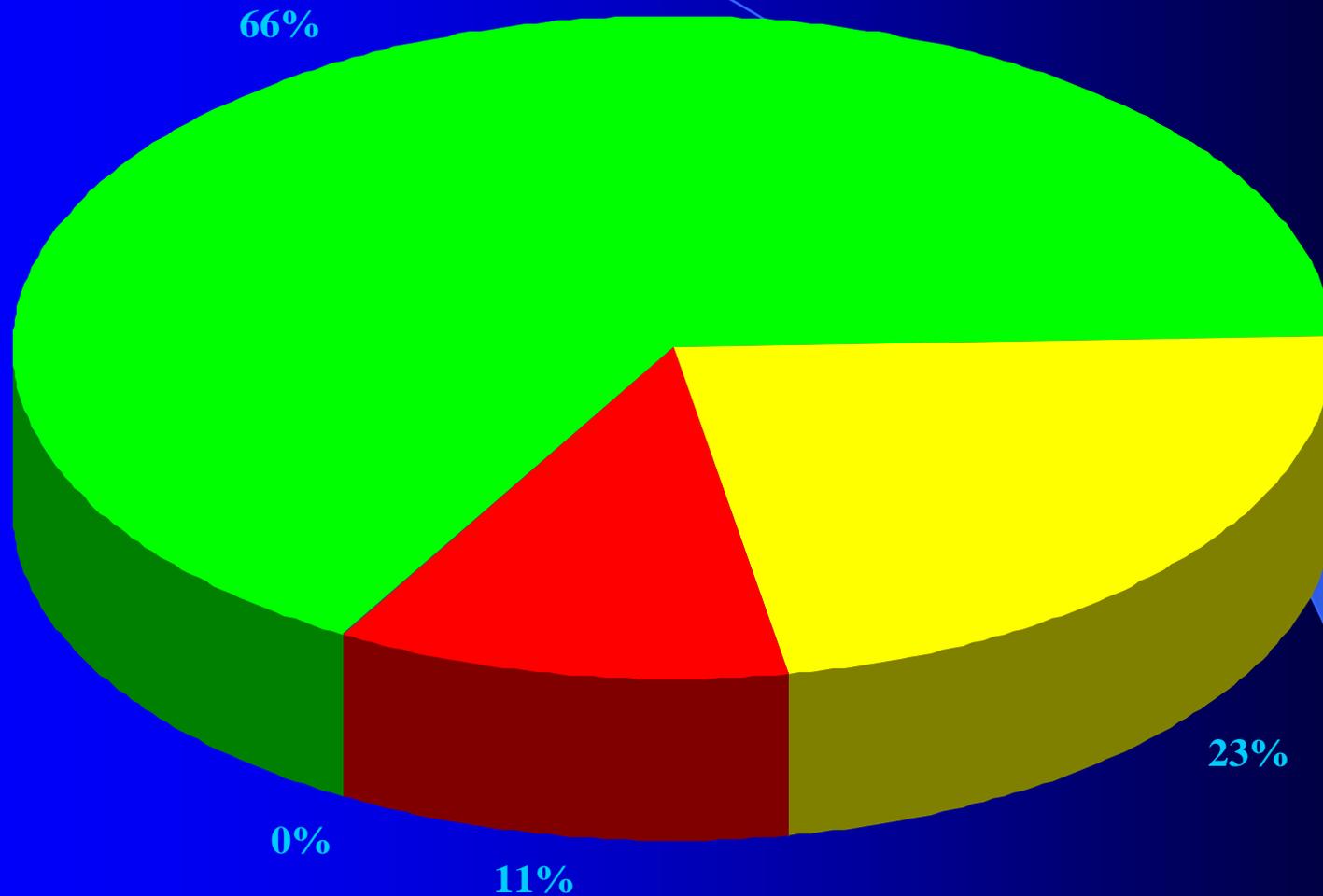
Action Plan Awareness by Department



Action Plan Awareness by Demographics

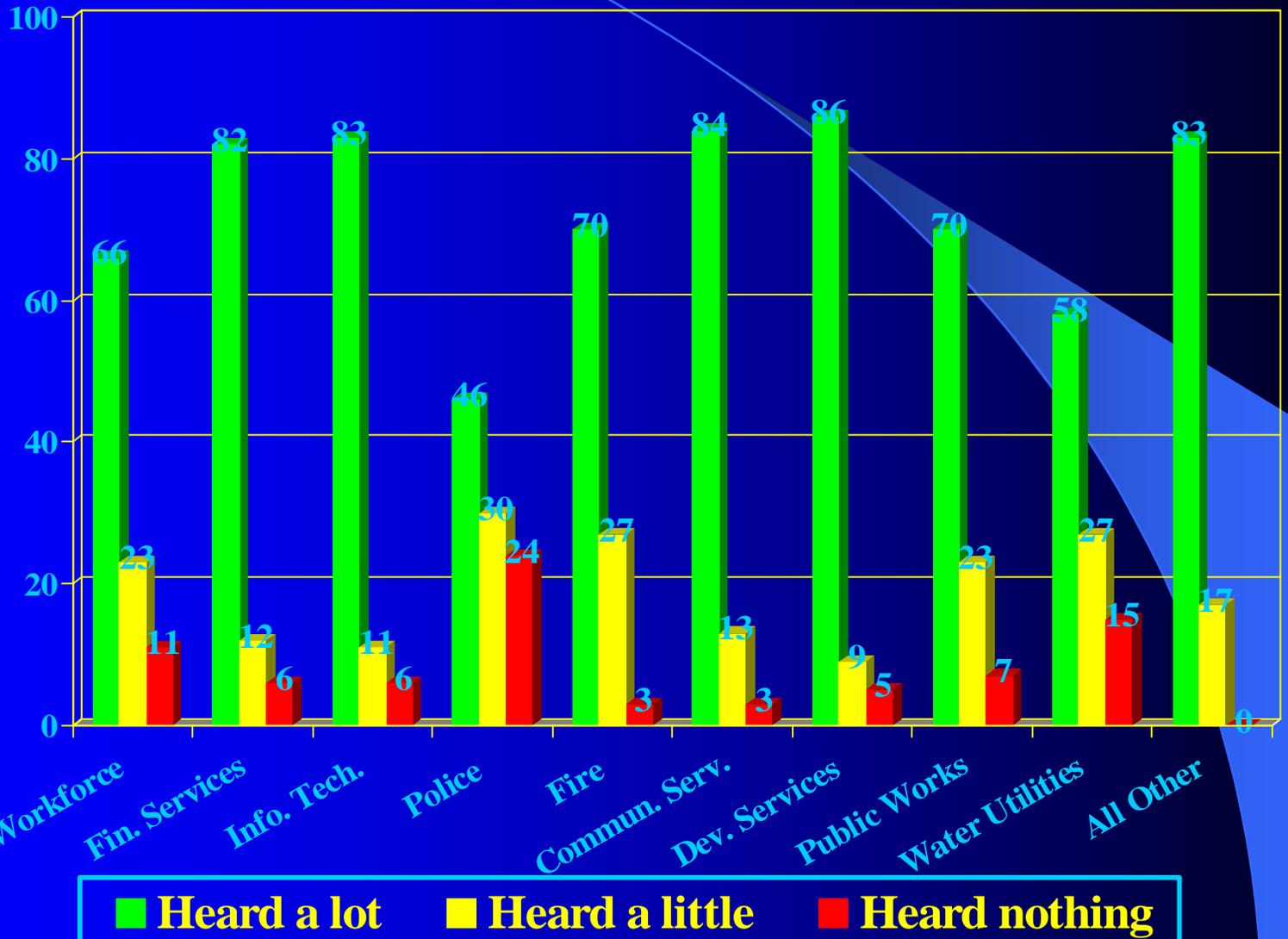


Awareness of the Six-Sided Partnership

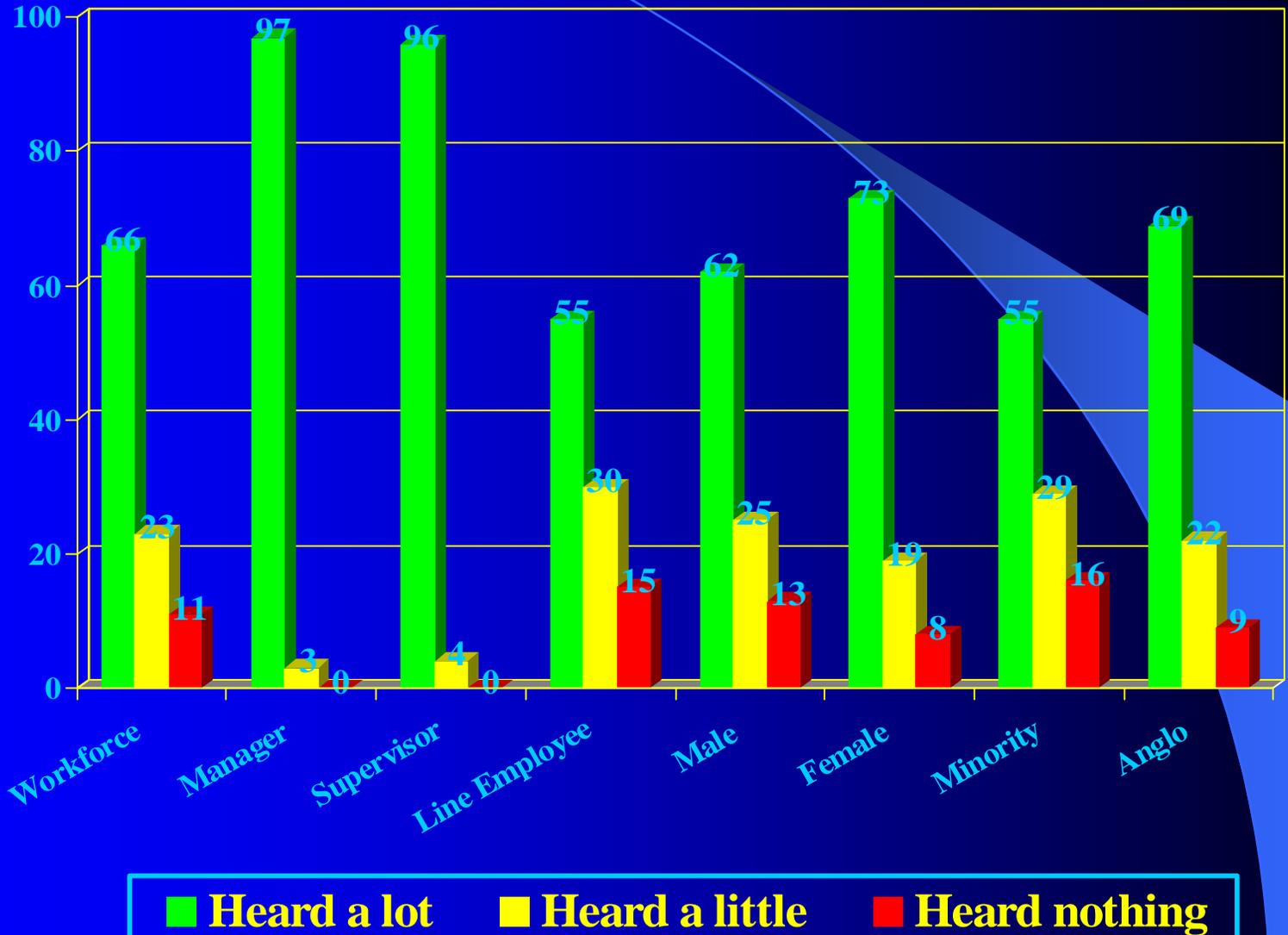


■ Heard a lot ■ Heard a little ■ Heard nothing ■ Not Sure

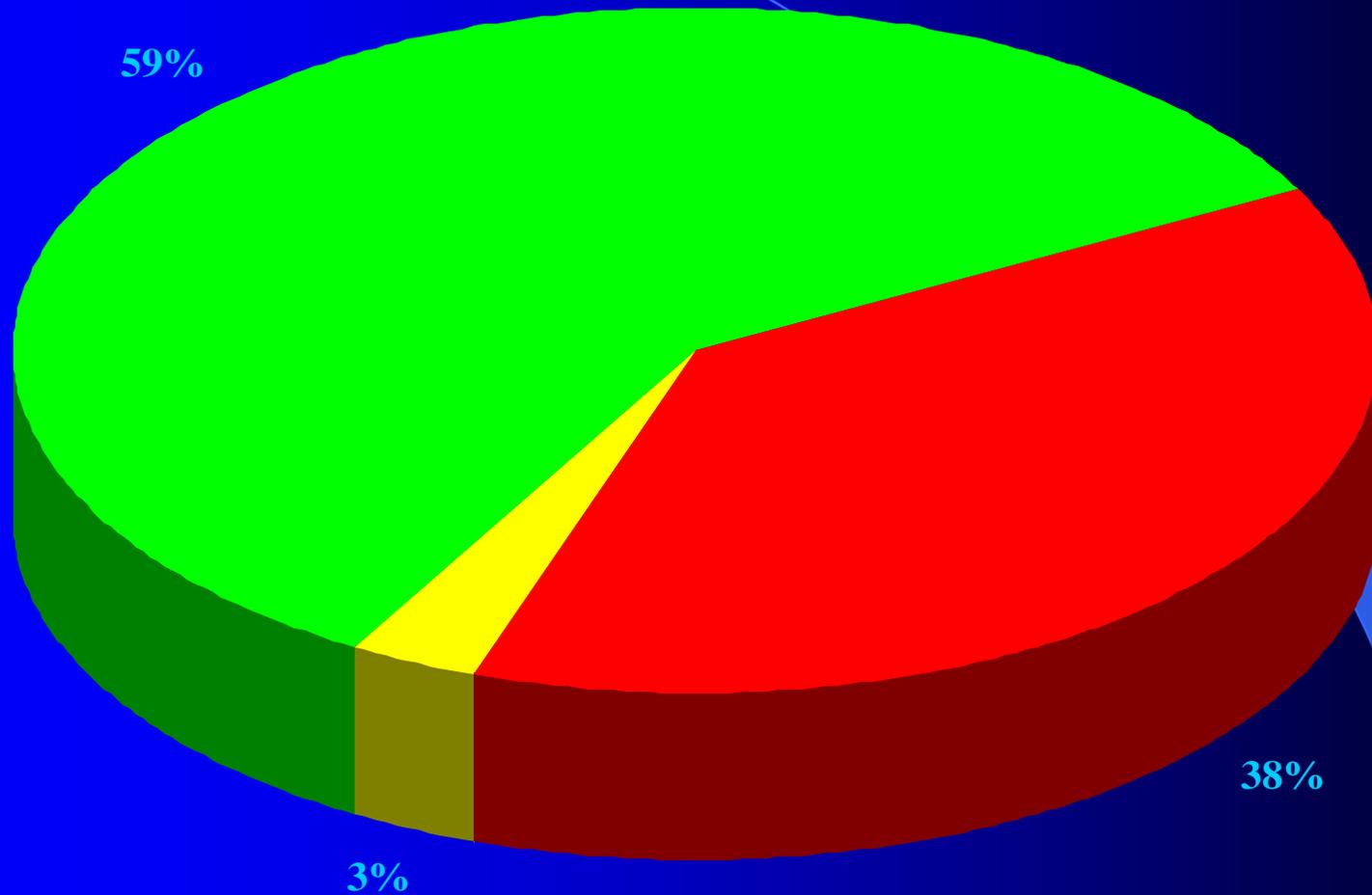
Partnership Awareness by Department



Partnership Awareness by Demography

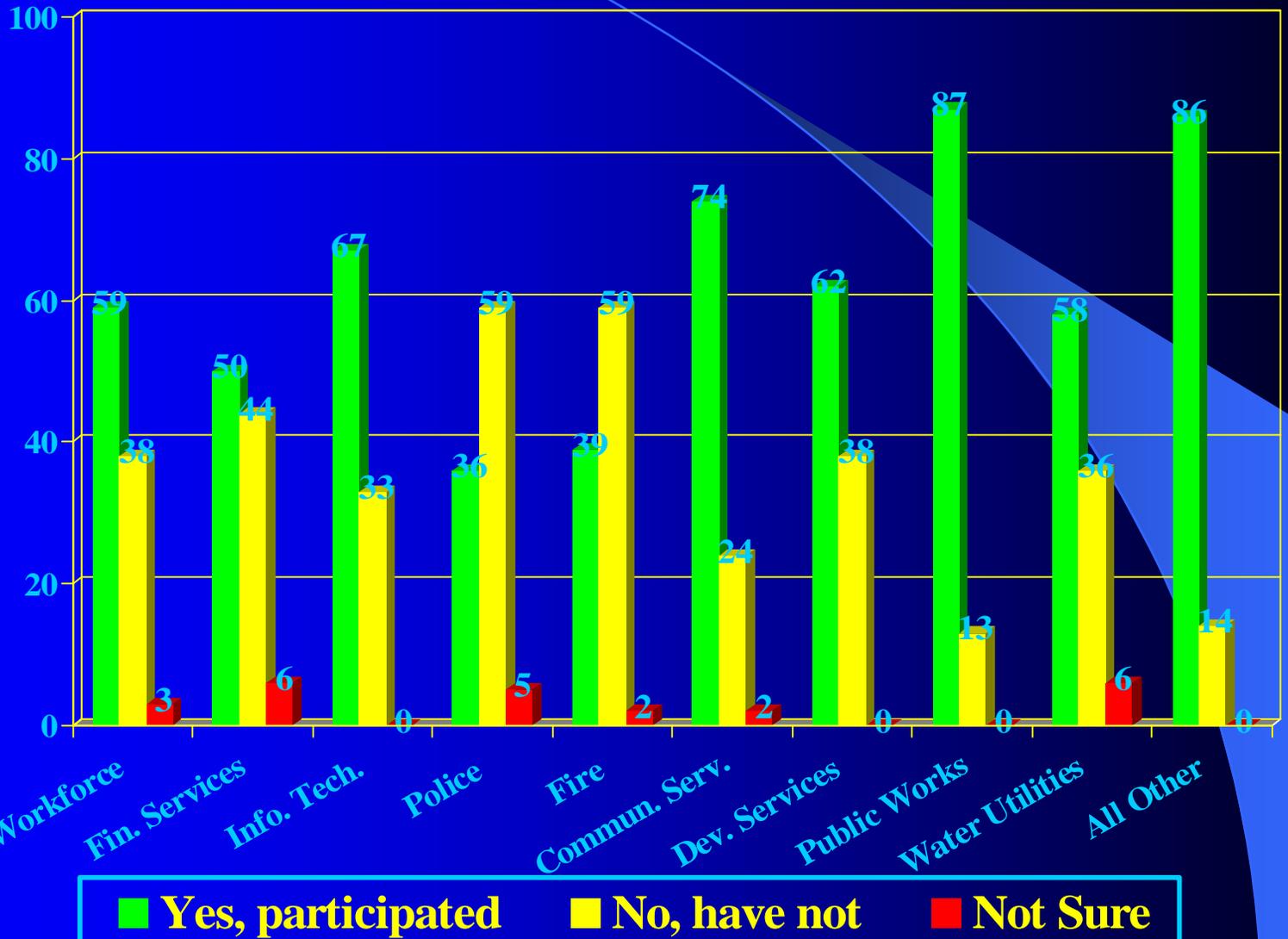


Mandatory Skills Training Participation

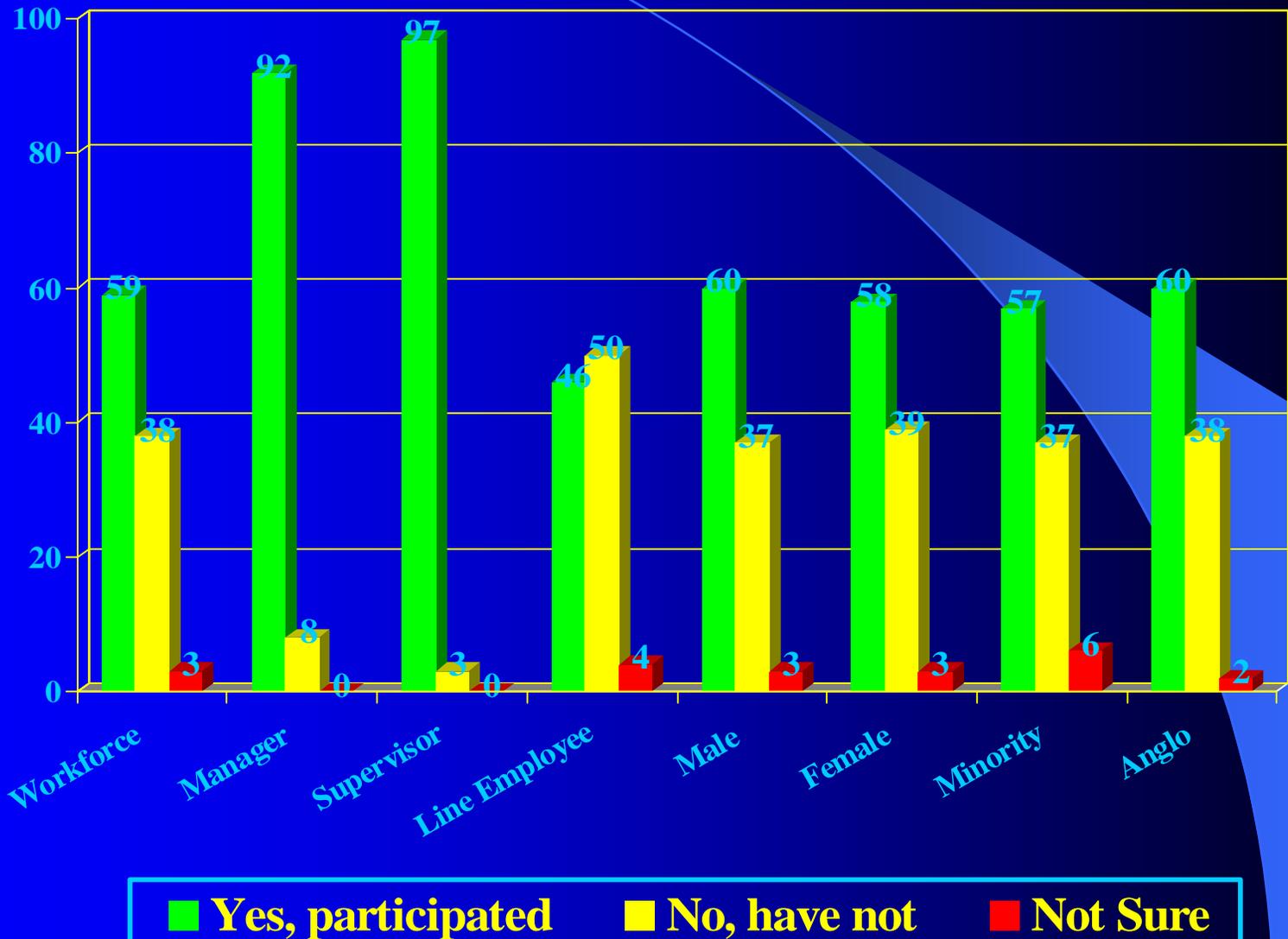


■ Yes, participated **■ No, have not participated** **■ Not Sure**

MST Participation by Department

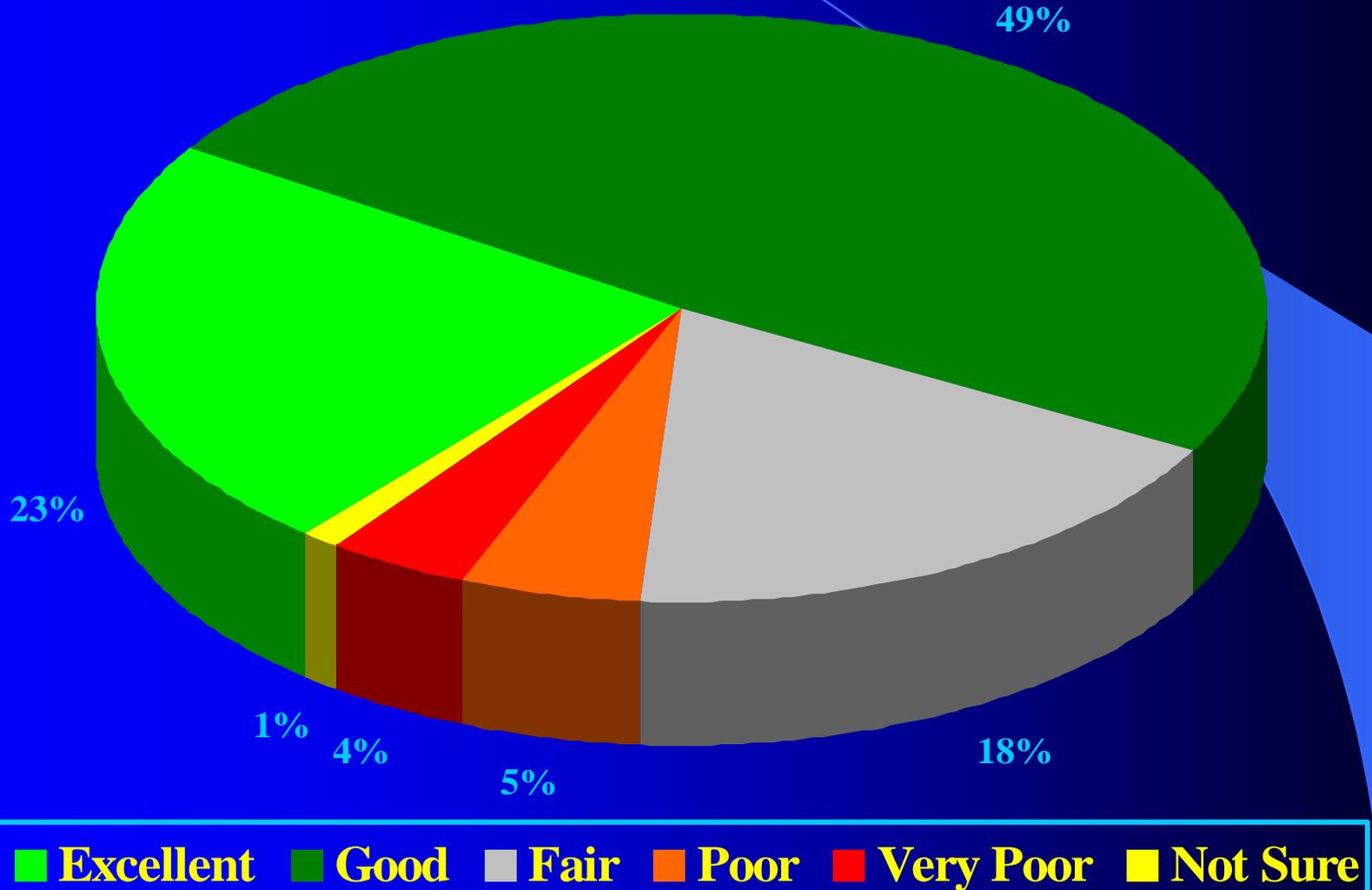


MST Participation by Demography



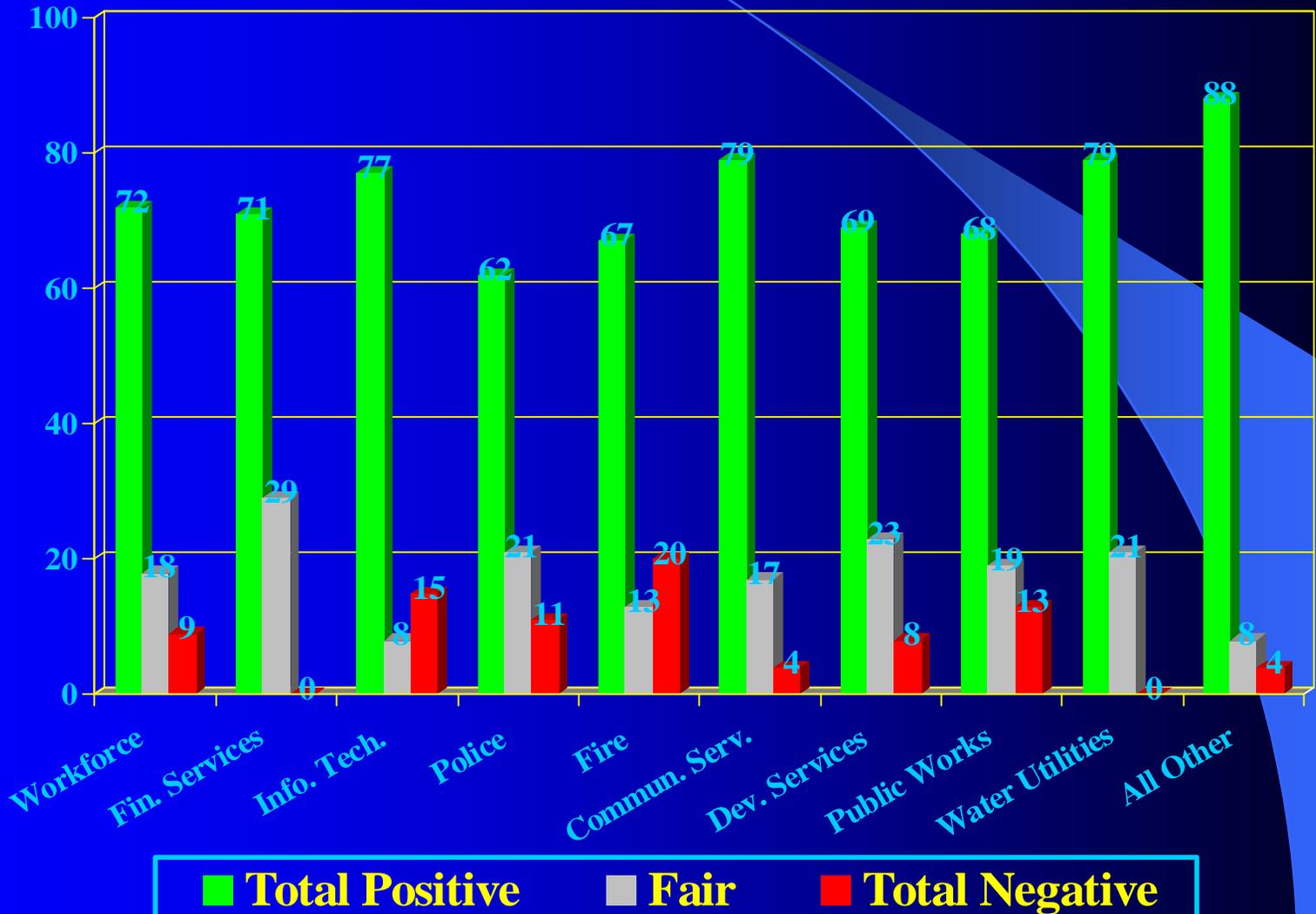
Mandatory Skills Training Evaluation

(As % of participants)



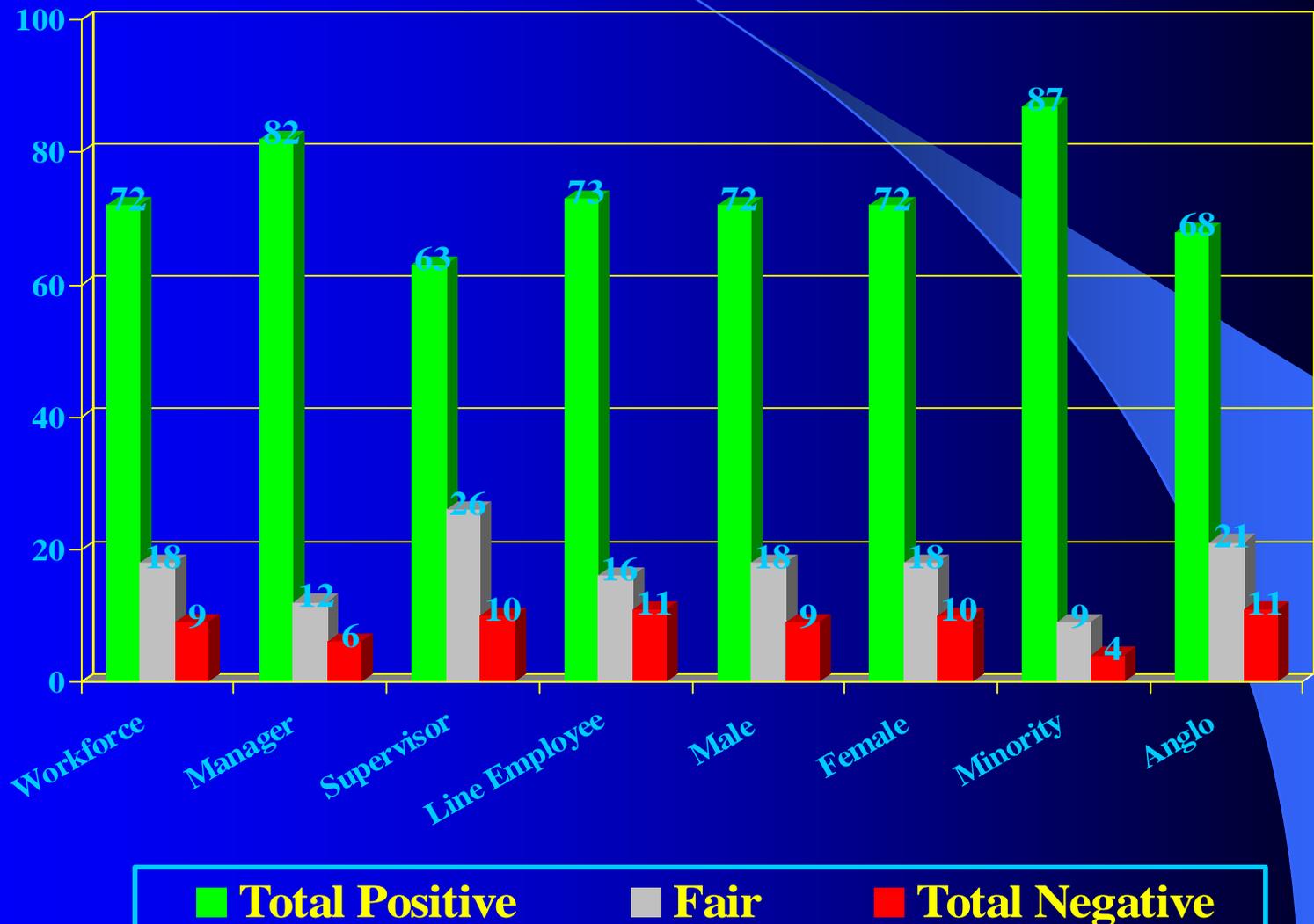
MST Evaluation by Department

(As % of participants)



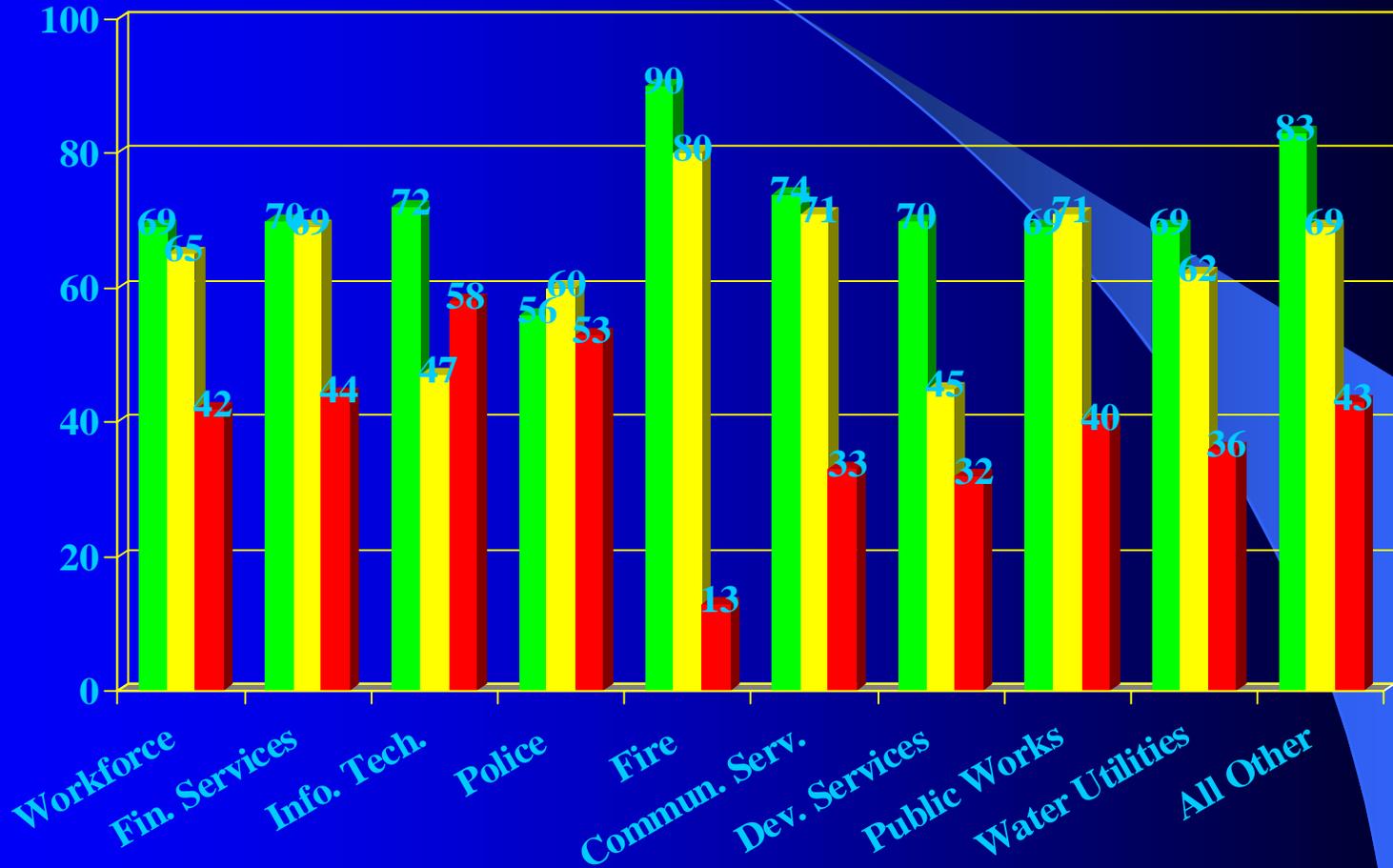
MST Evaluation by Demography

(As % of participants)



Structural Issues, Part 1 by Department

(As % of those who agree with each statement)

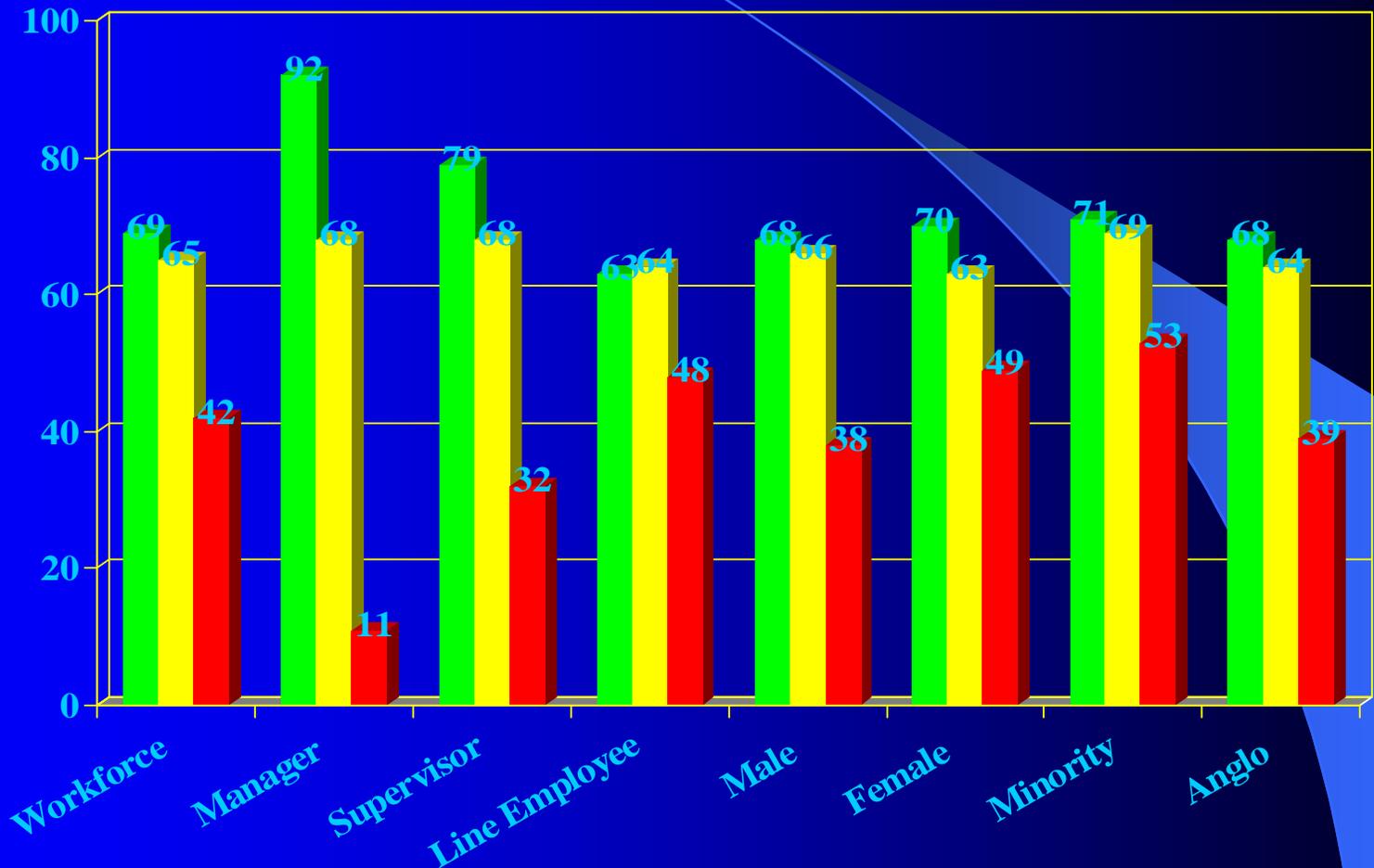


■ 6-Sided strong advocate
■ City has Good Old Boy system

■ Diversity Dept. effective

Structural Issues, Part 1 by Demography

(As % of those who agree with each statement)



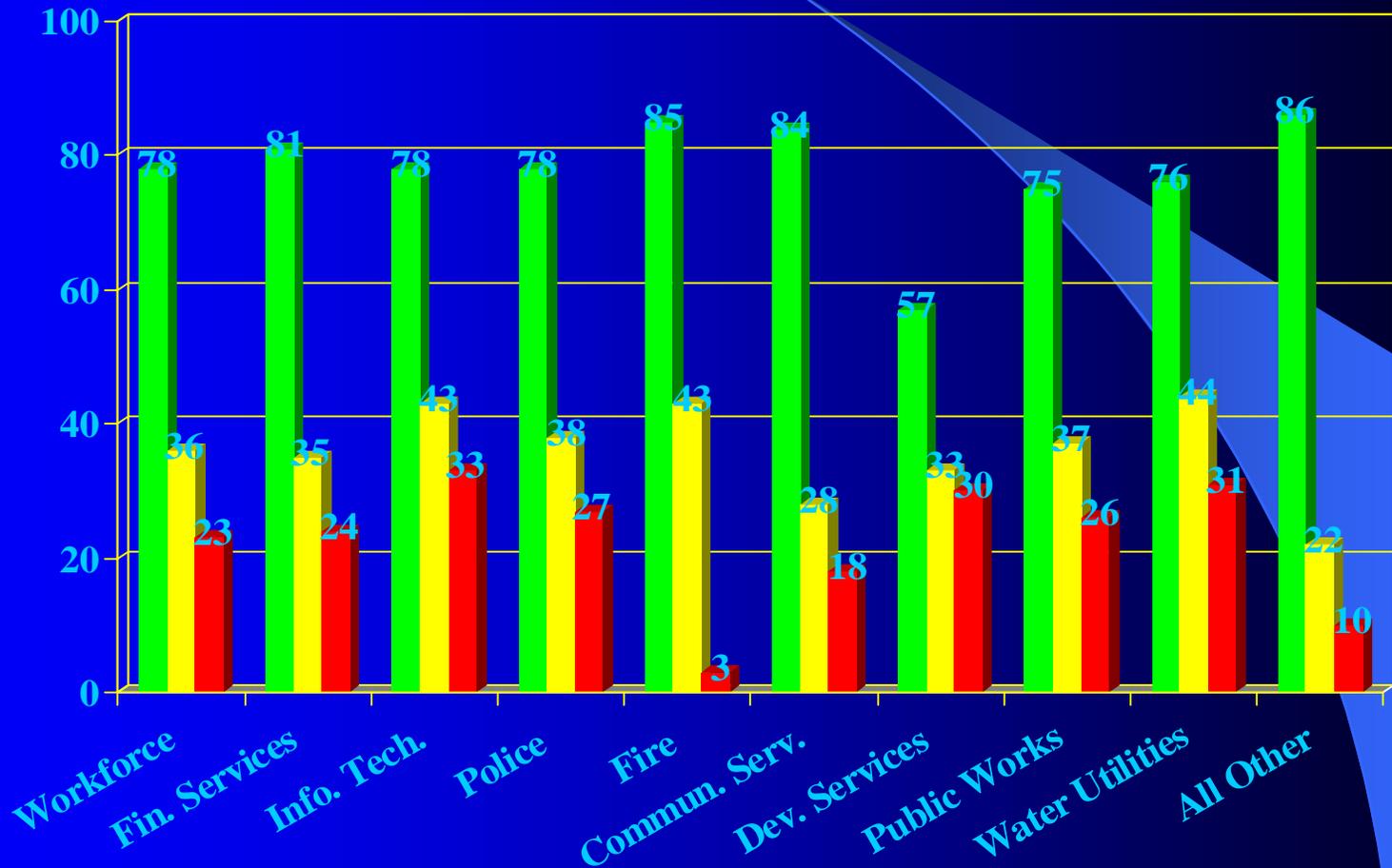
■ 6-Sided strong advocate

■ Diversity Dept. effective

■ City has Good Old Boy system

Structural Issues, Part 2 by Department

(As % of those who agree with each statement)

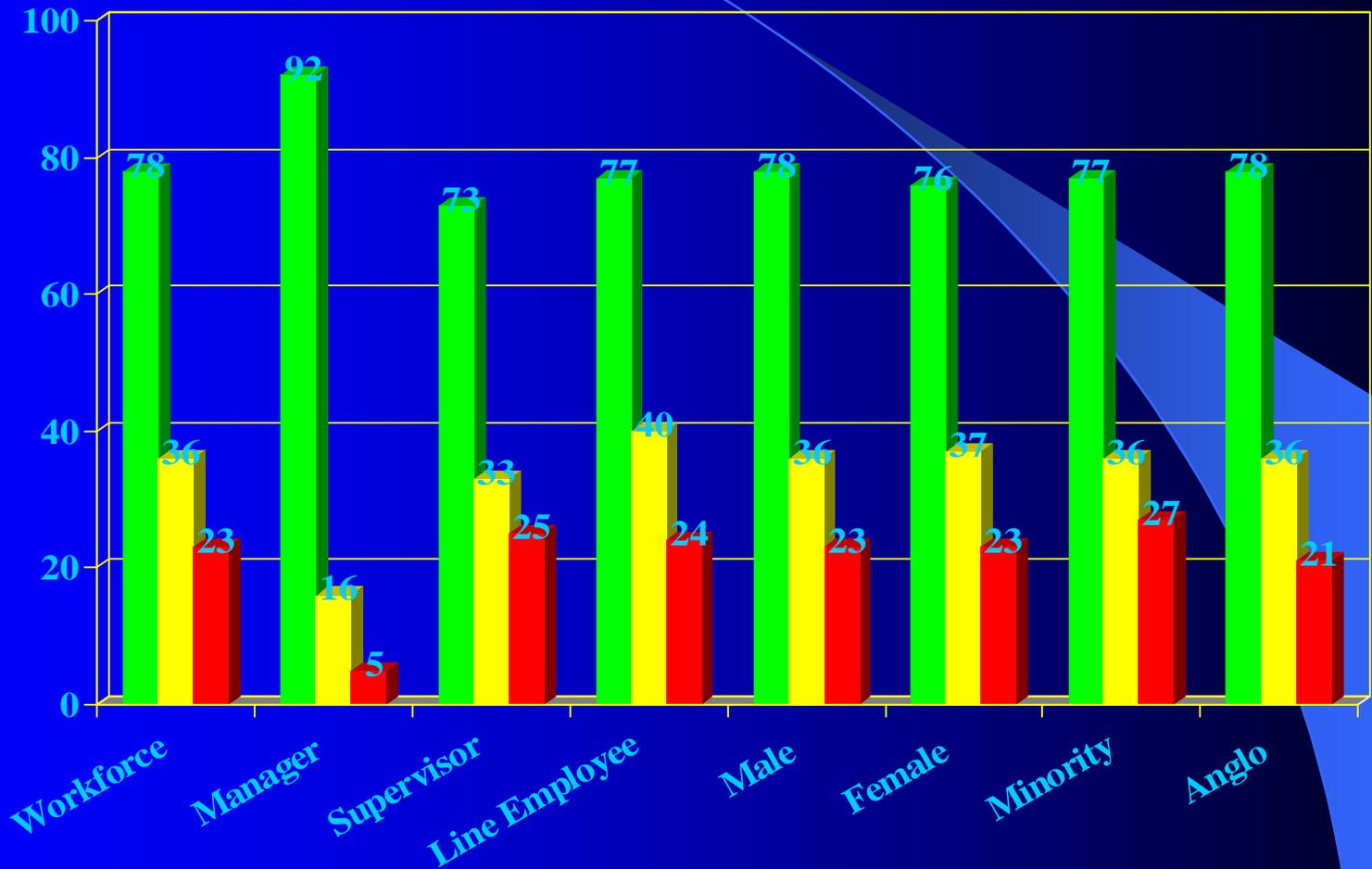


■ New hiring, promotion policies
■ No system for conflict

■ HR Dept. supports mgmt.

Structural Issues, Part 2 by Demography

(As % of those who agree with each statement)

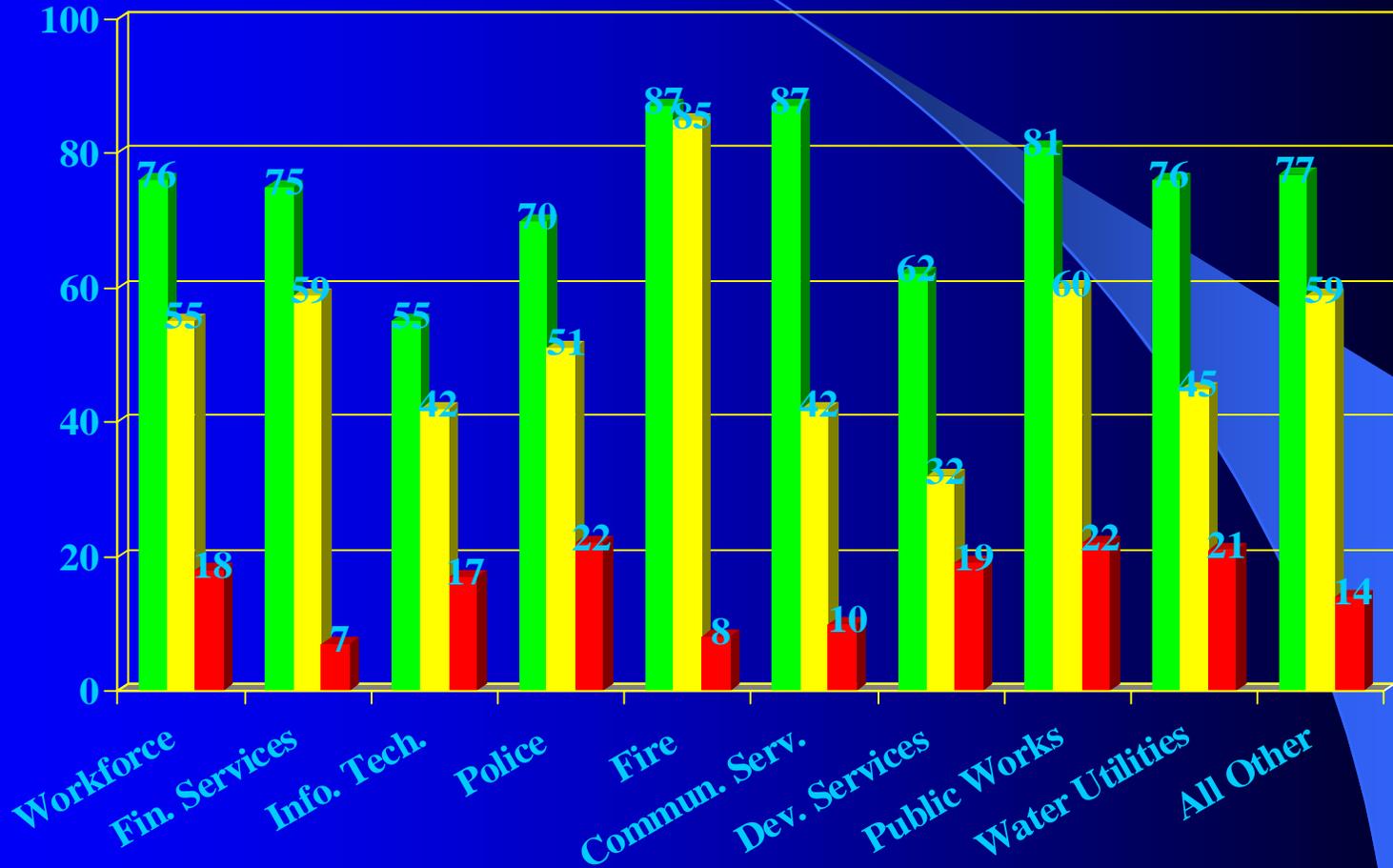


■ New hiring, promotion policies
■ No system for conflict

■ HR supports mgmt.

Structural Issues, Part 3 by Department

(As % of those who agree with each statement)

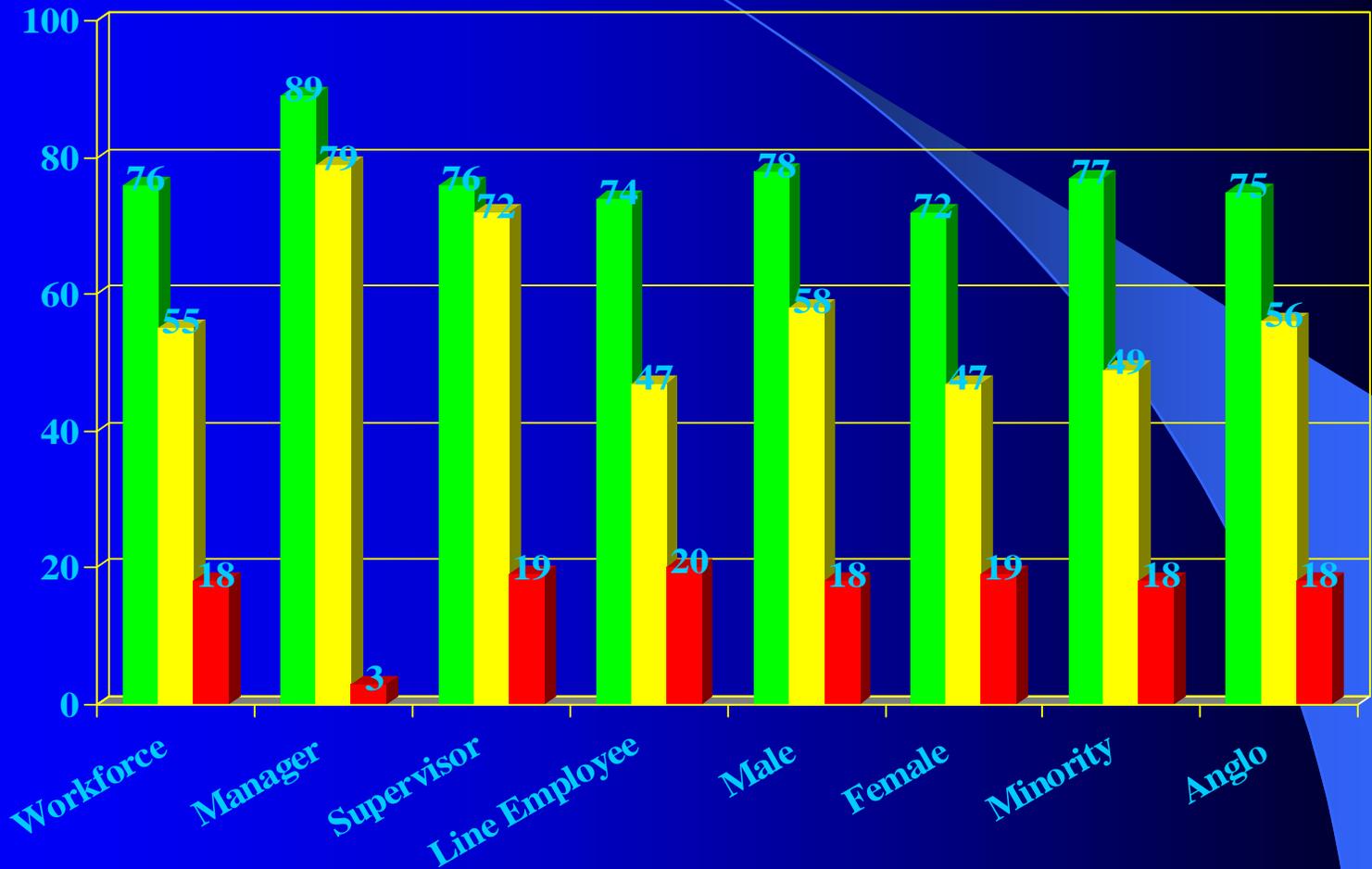


■ Mgmt improves workplace
■ City not good on career progs.

■ Dept. implemented action plan

Structural Issues, Part 3 by Demography

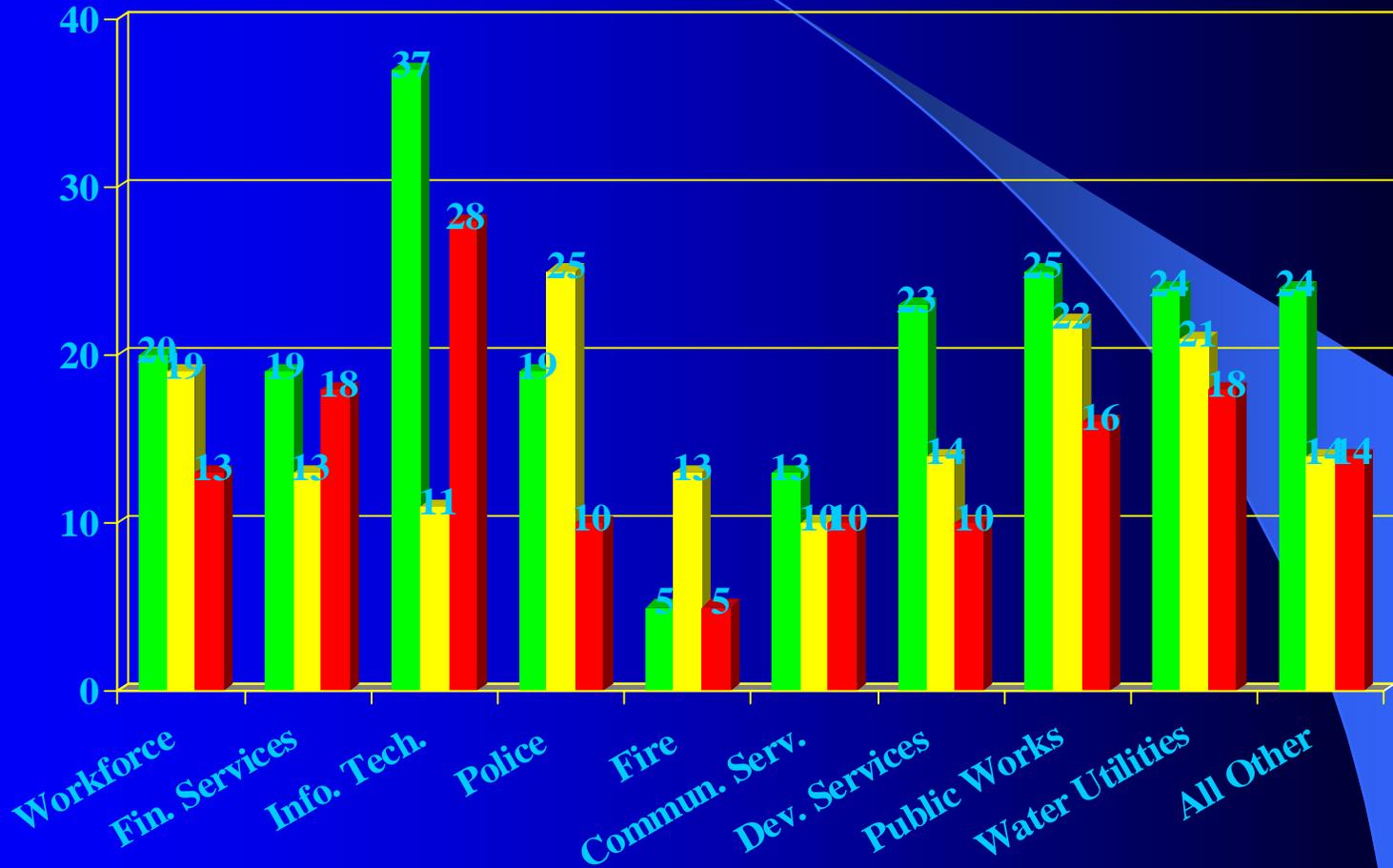
(As % of those who agree with each statement)



■ Mgmt improves workplace **■ Dept. implemented action plan**
■ City not good on career progs.

Cultural Issues, Part 1 by Department

(As % of those who agree with each statement)



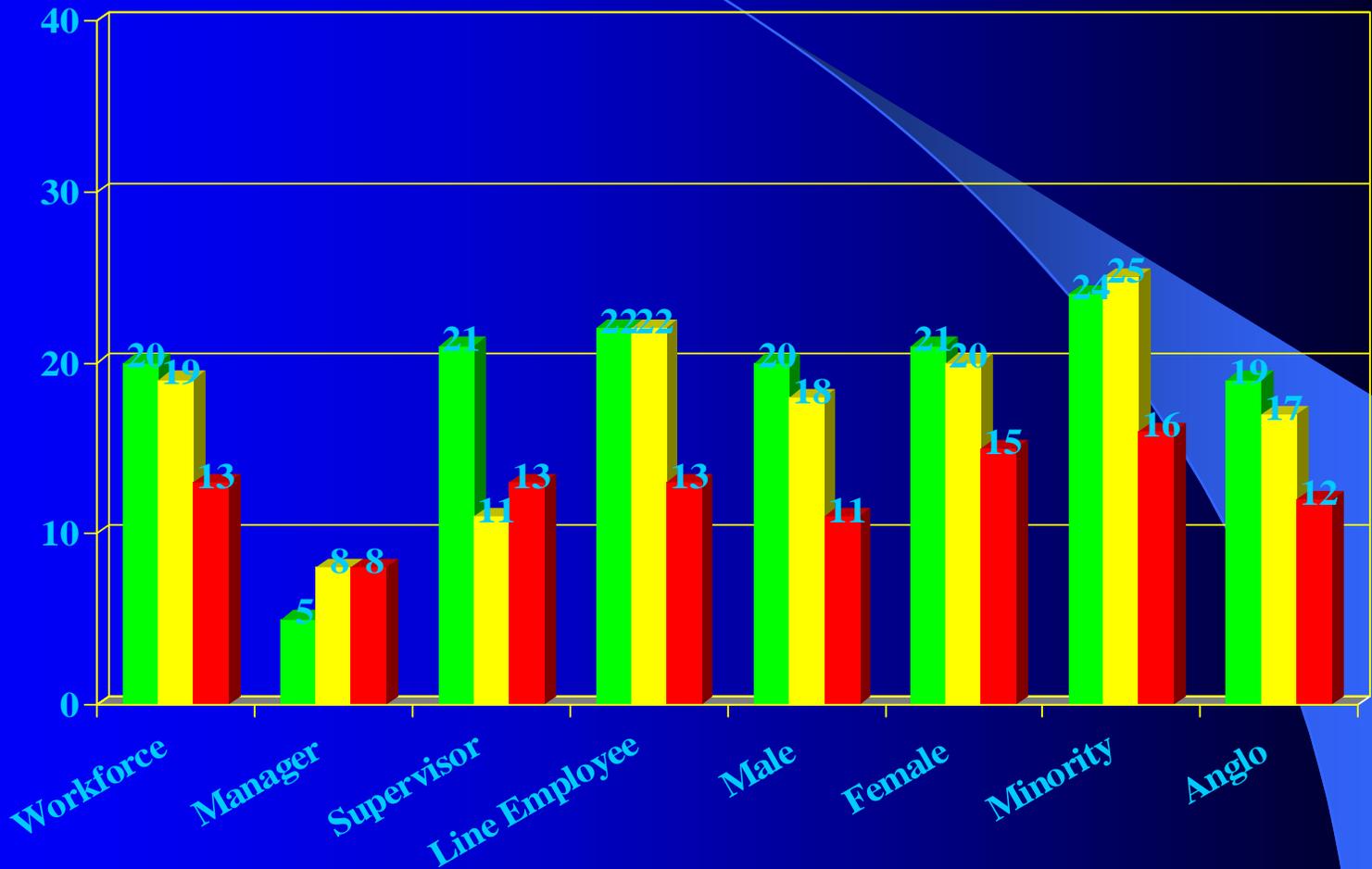
■ Don't trust supervisor

■ Super uncomfortable w/diversity

■ Ineffect diversity communication

Cultural Issues, Part 1 by Demography

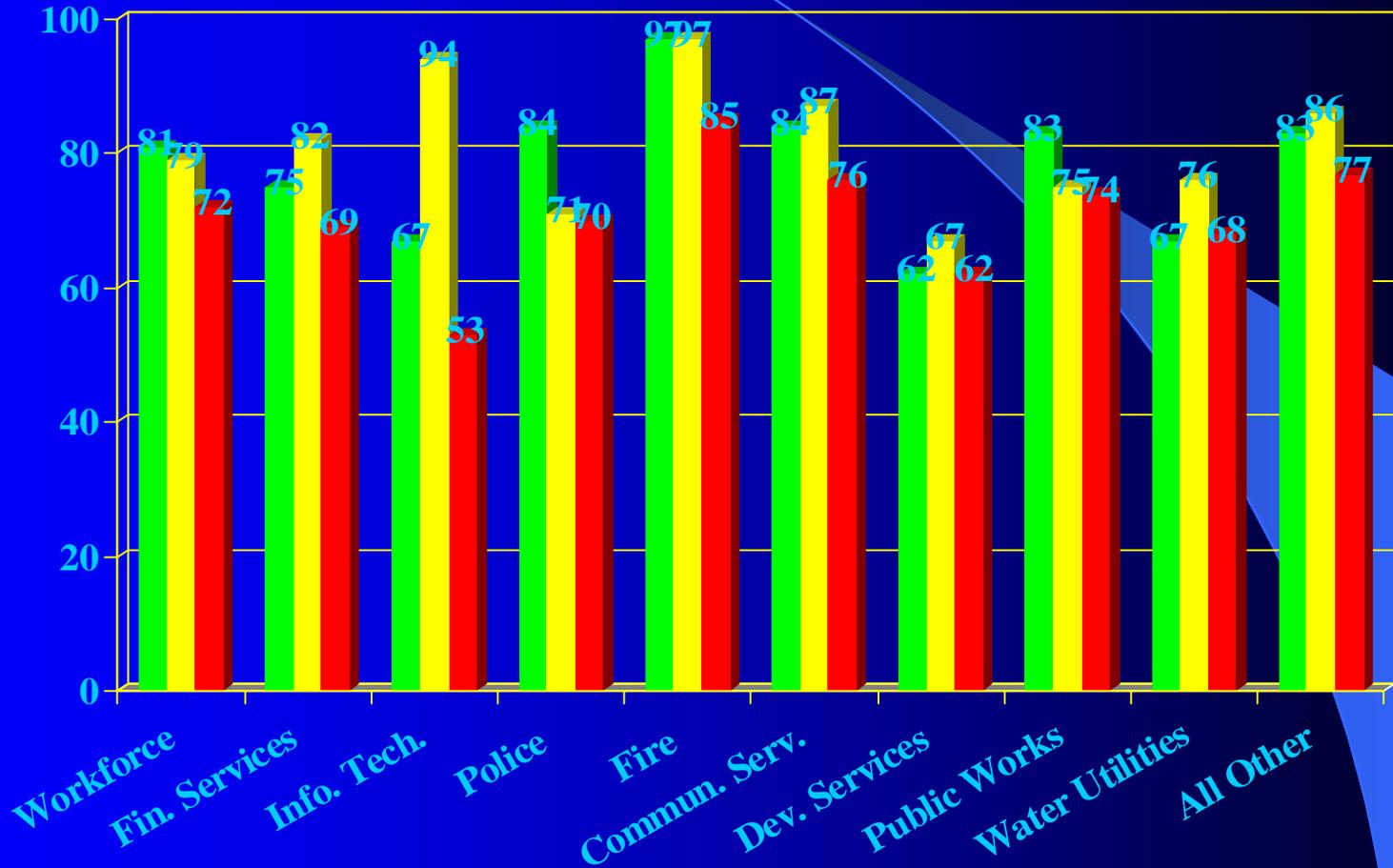
(As % of those who agree with each statement)



■ Don't trust supervisor
■ Ineffect diversity communication
■ Super uncomfortable w/diversity

Cultural Issues, Part 2 by Department

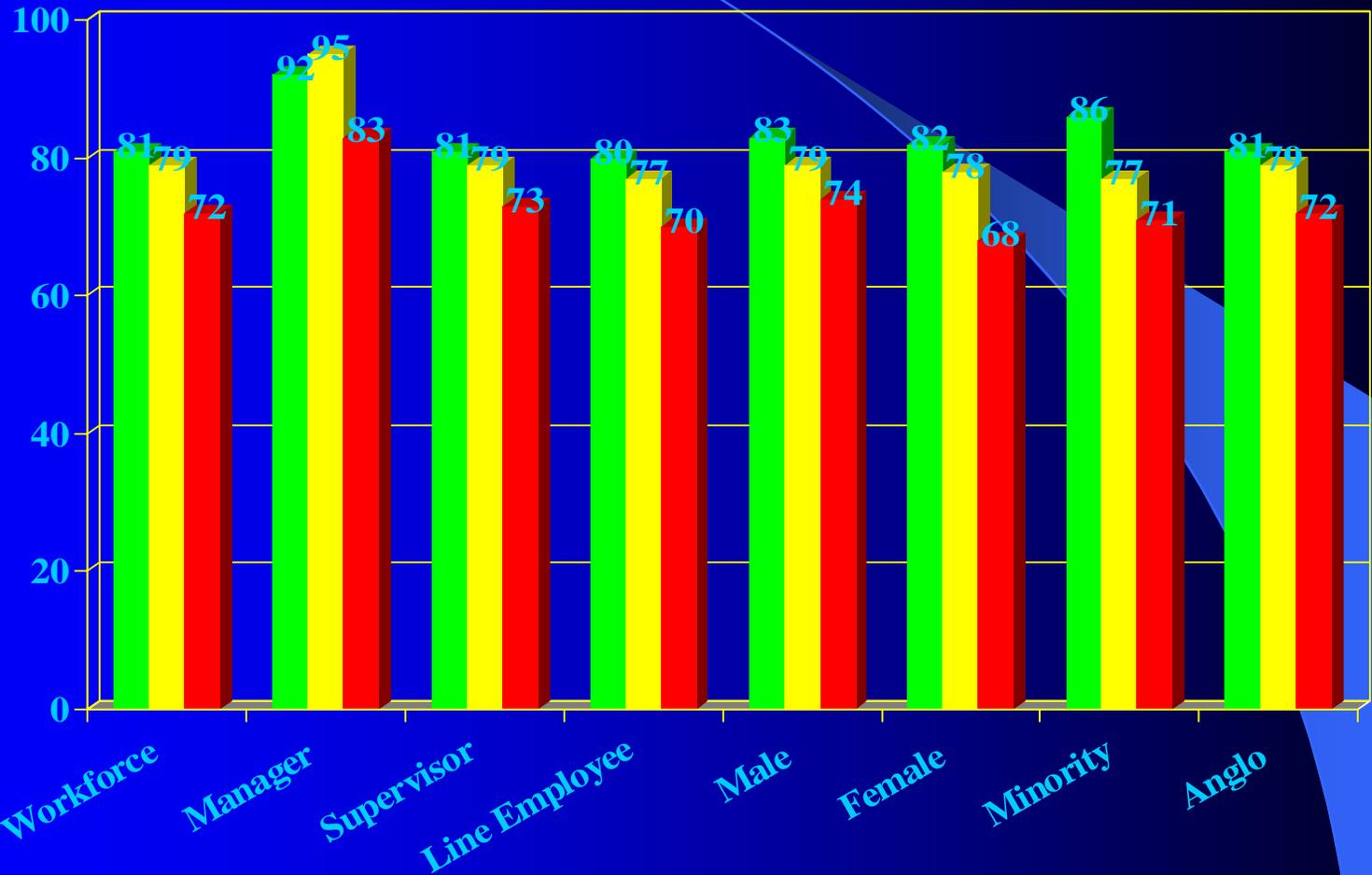
(As % of those who agree with each statement)



■ Super fully trained on diversity **■ Faith in Manley**
■ Get needed career coaching

Cultural Issues, Part 2 by Demography

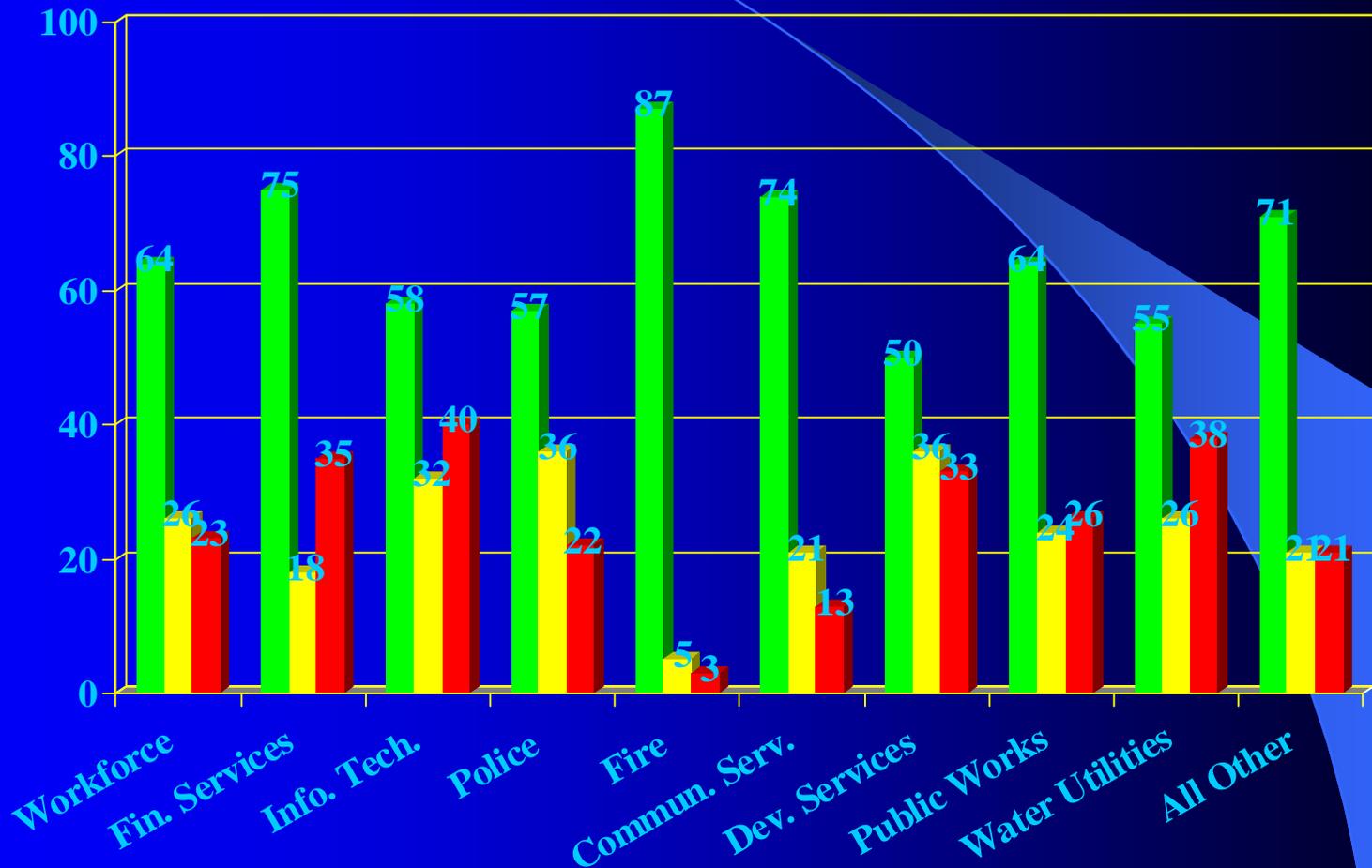
(As % of those who agree with each statement)



■ Super fully trained on diversity **■ Faith in Manley**
■ Get needed career coaching

Cultural Issues, Part 3 by Department

(As % of those who agree with each statement)

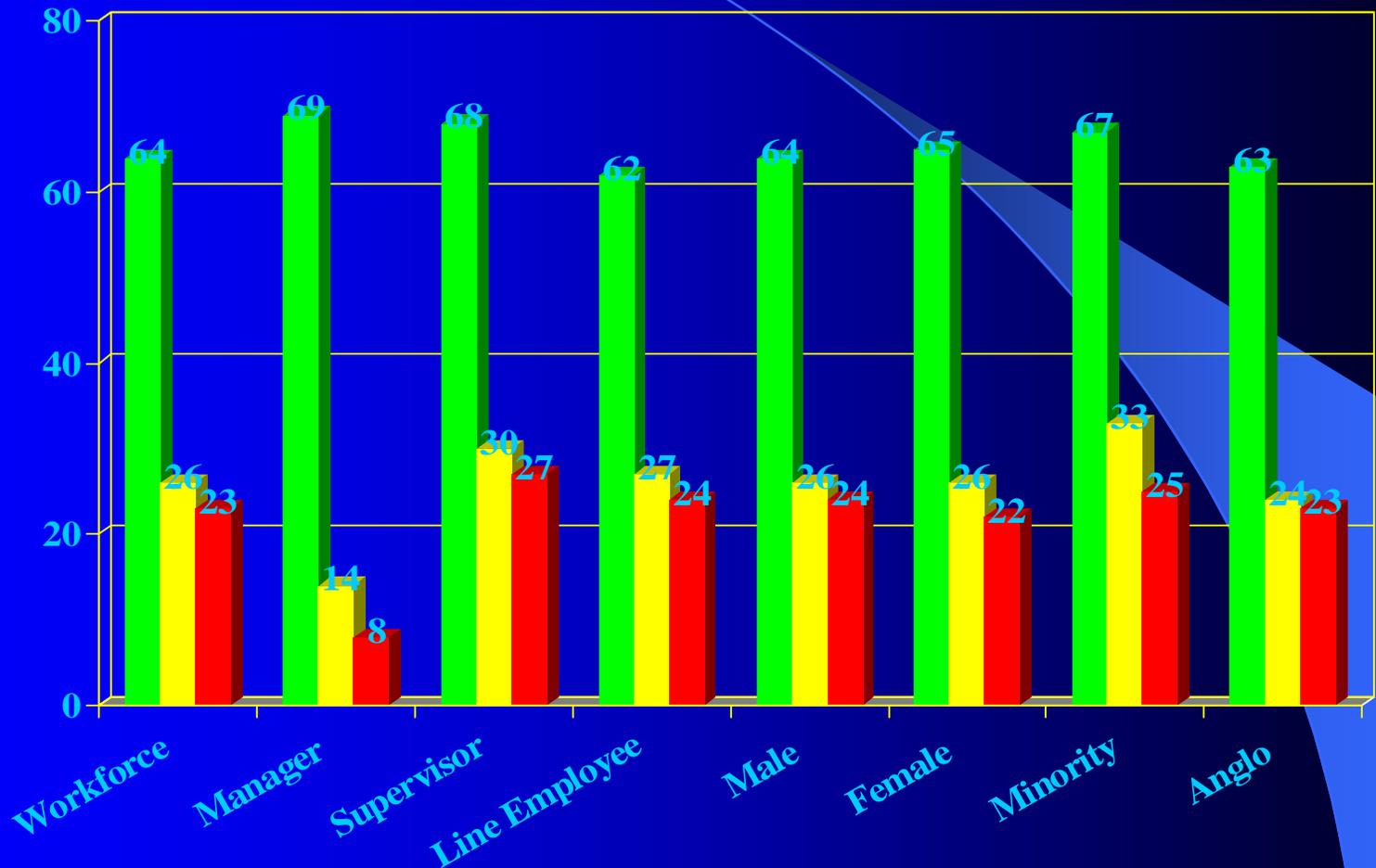


■ Comfortable re Diversity Dept.
■ Don't get needed job coaching

■ Can't speak, job at stake

Cultural Issues, Part 3 by Demography

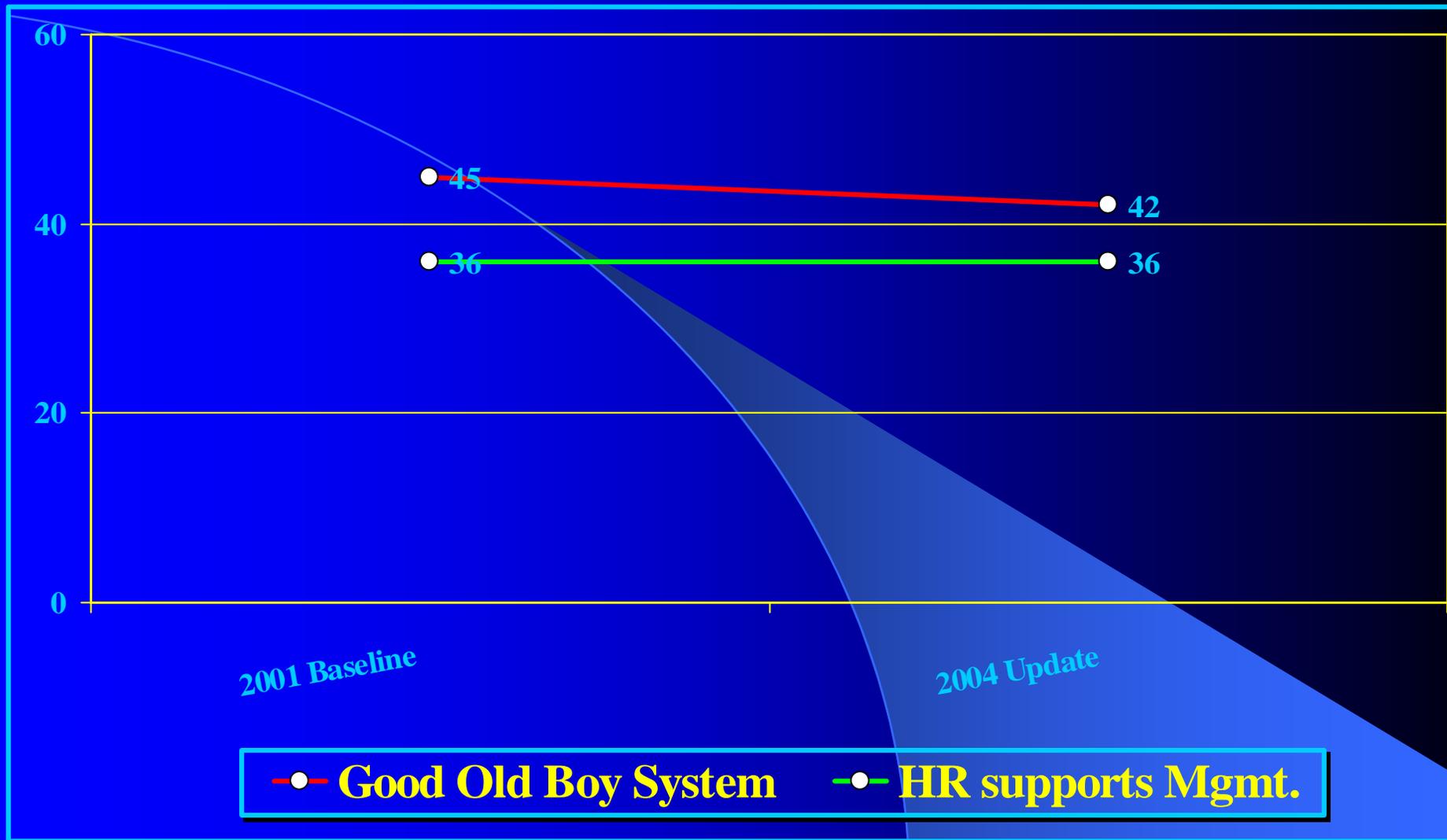
(As % of those who agree with each statement)



■ Comfortable re Diversity Dept. **■ Can't speak, job at stake**
■ Don't get needed job coaching

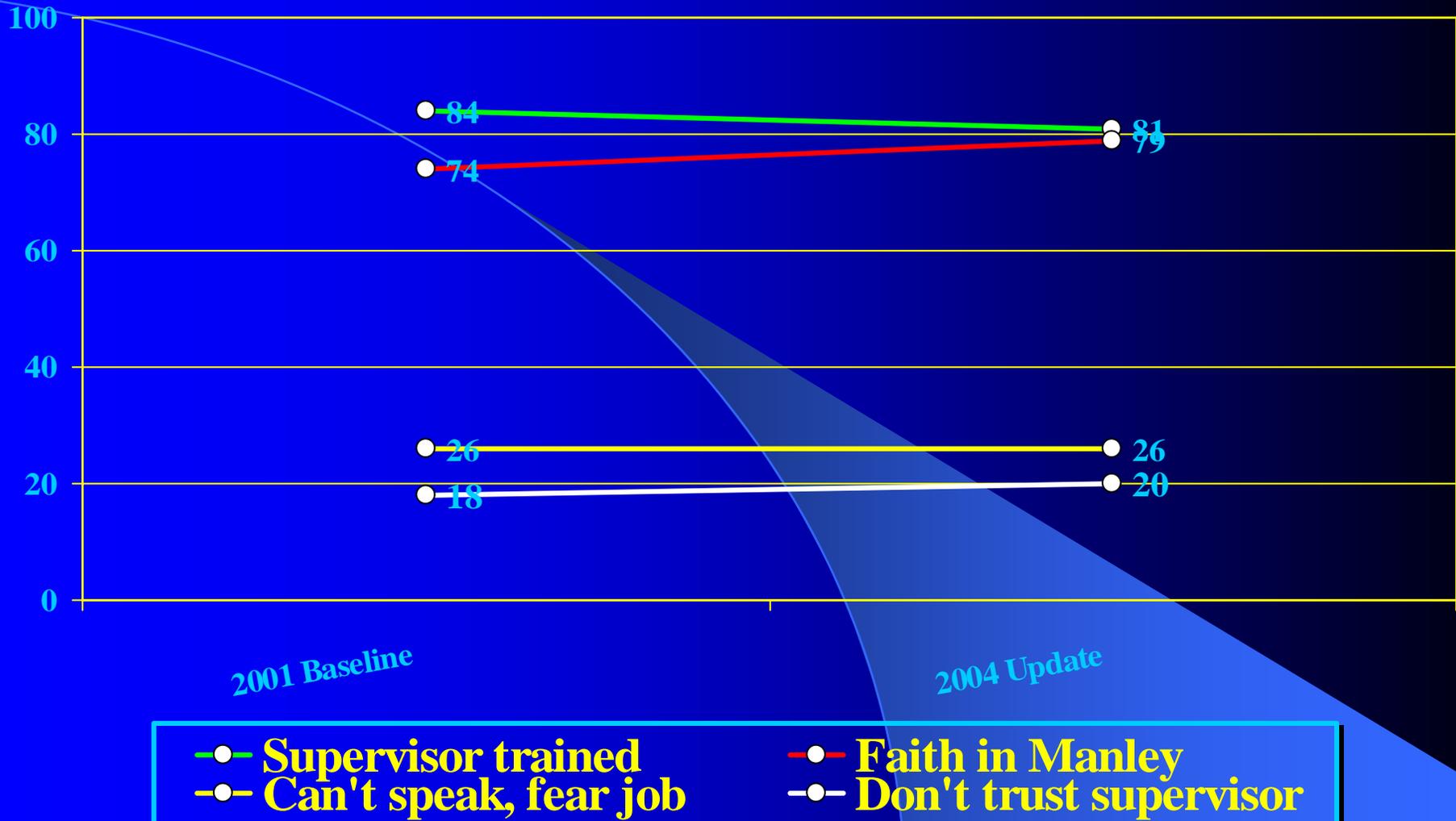
Trend: Structural Issues

(As % of those who agree with each statement)

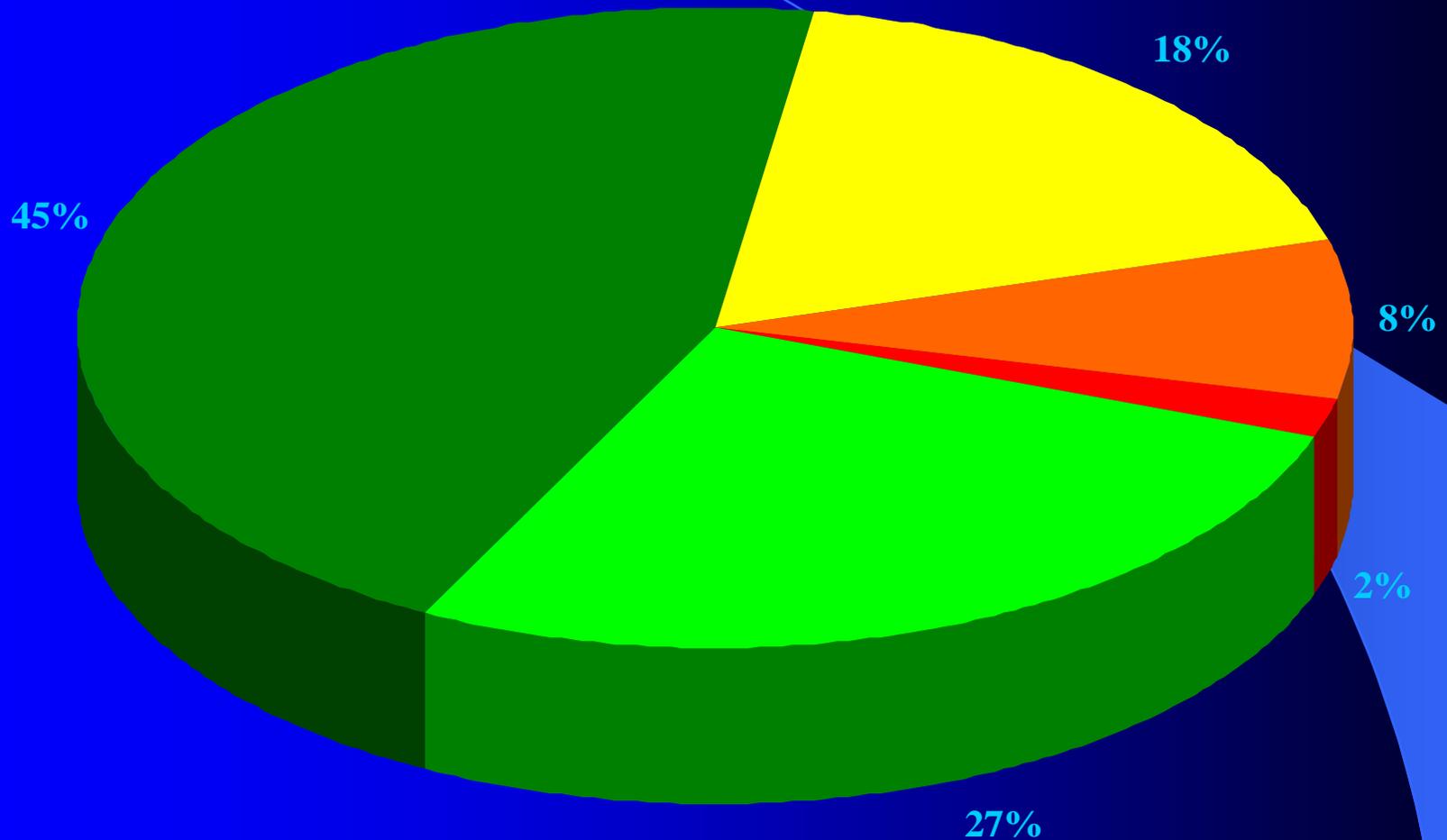


Trend: Cultural Issues

(As % of those who agree with each statement)

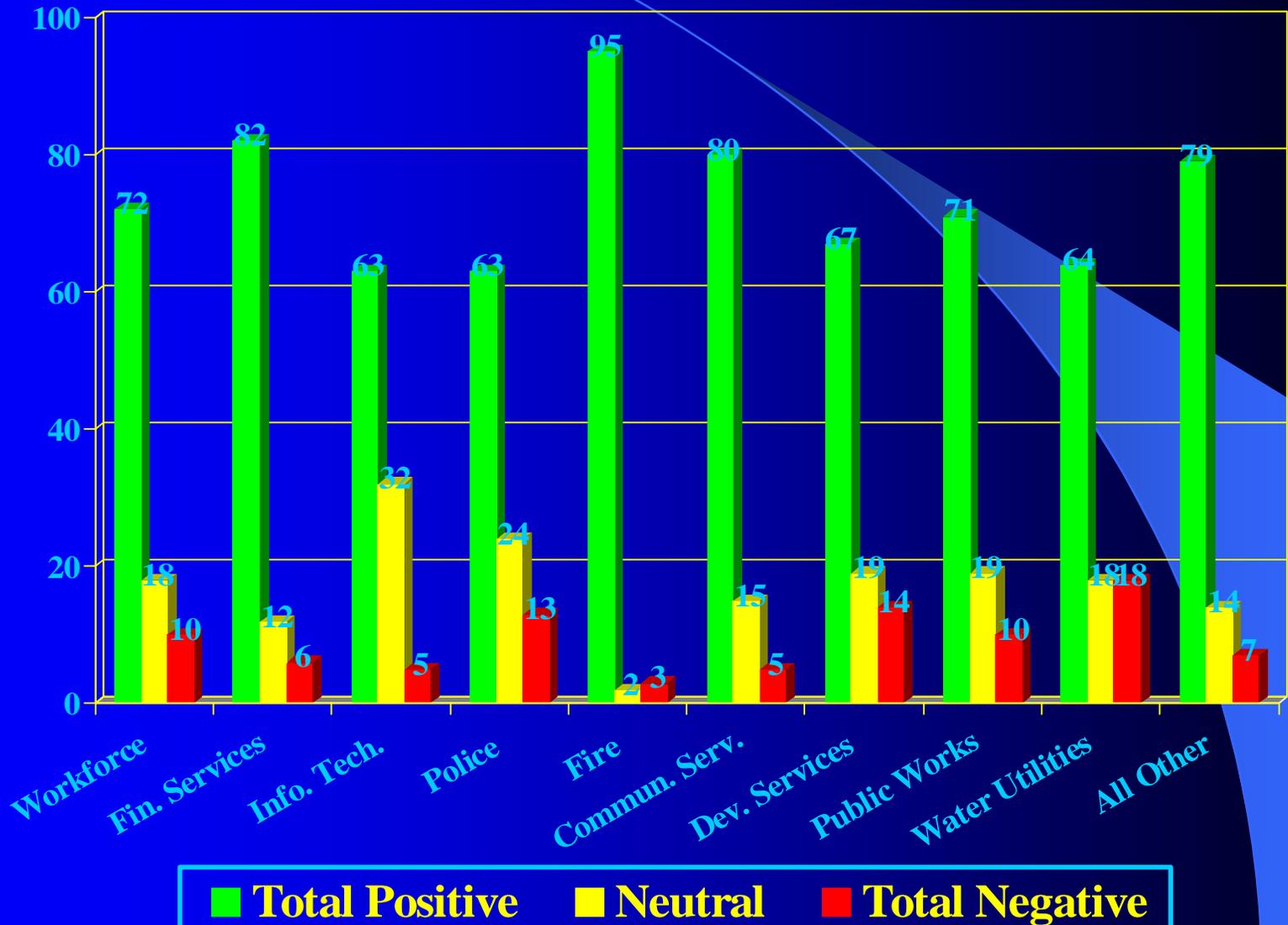


Posttest City Diversity Rating

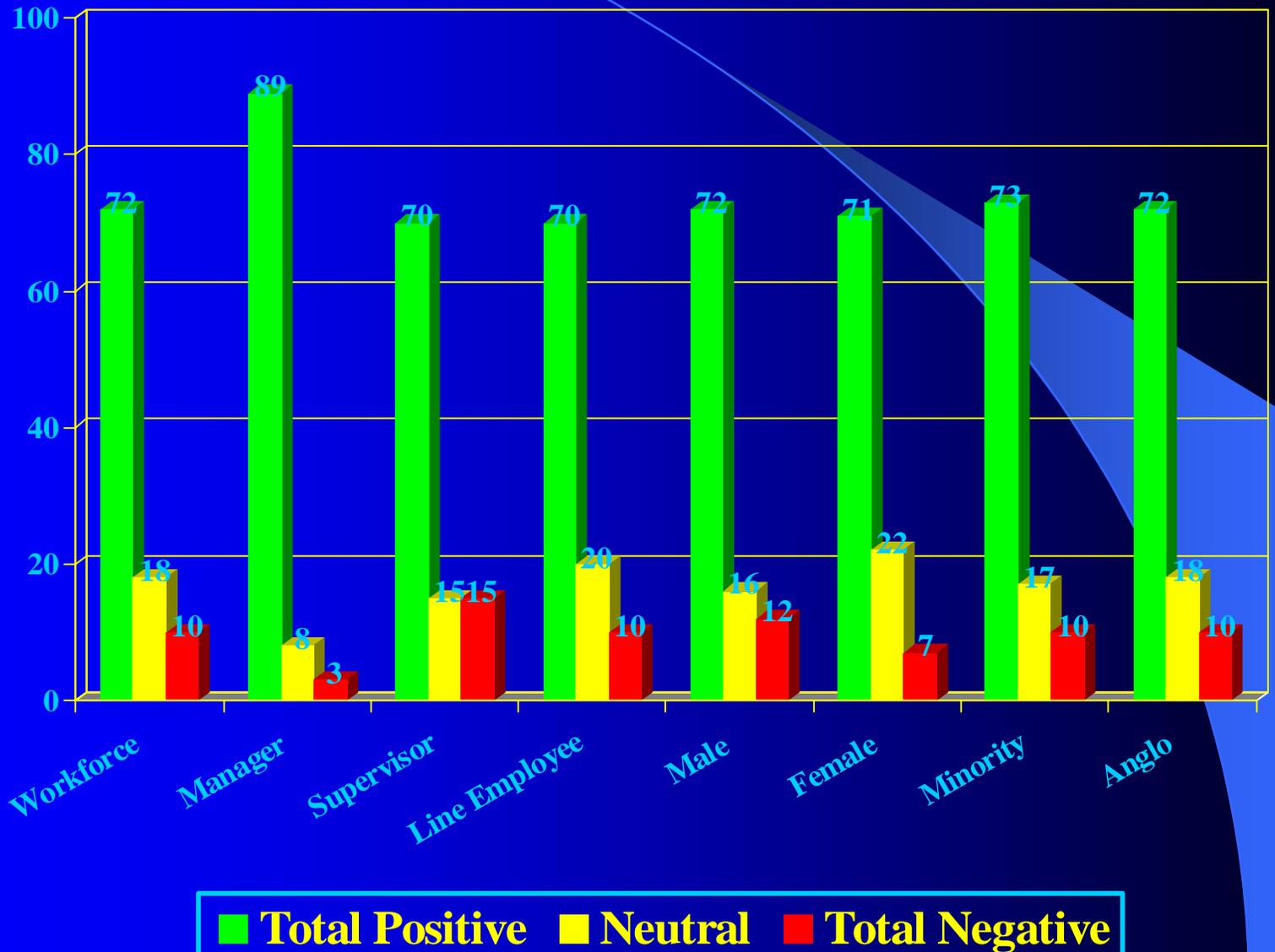


Very Positive **Positive** **Neutral**
Negative **Very Negative**

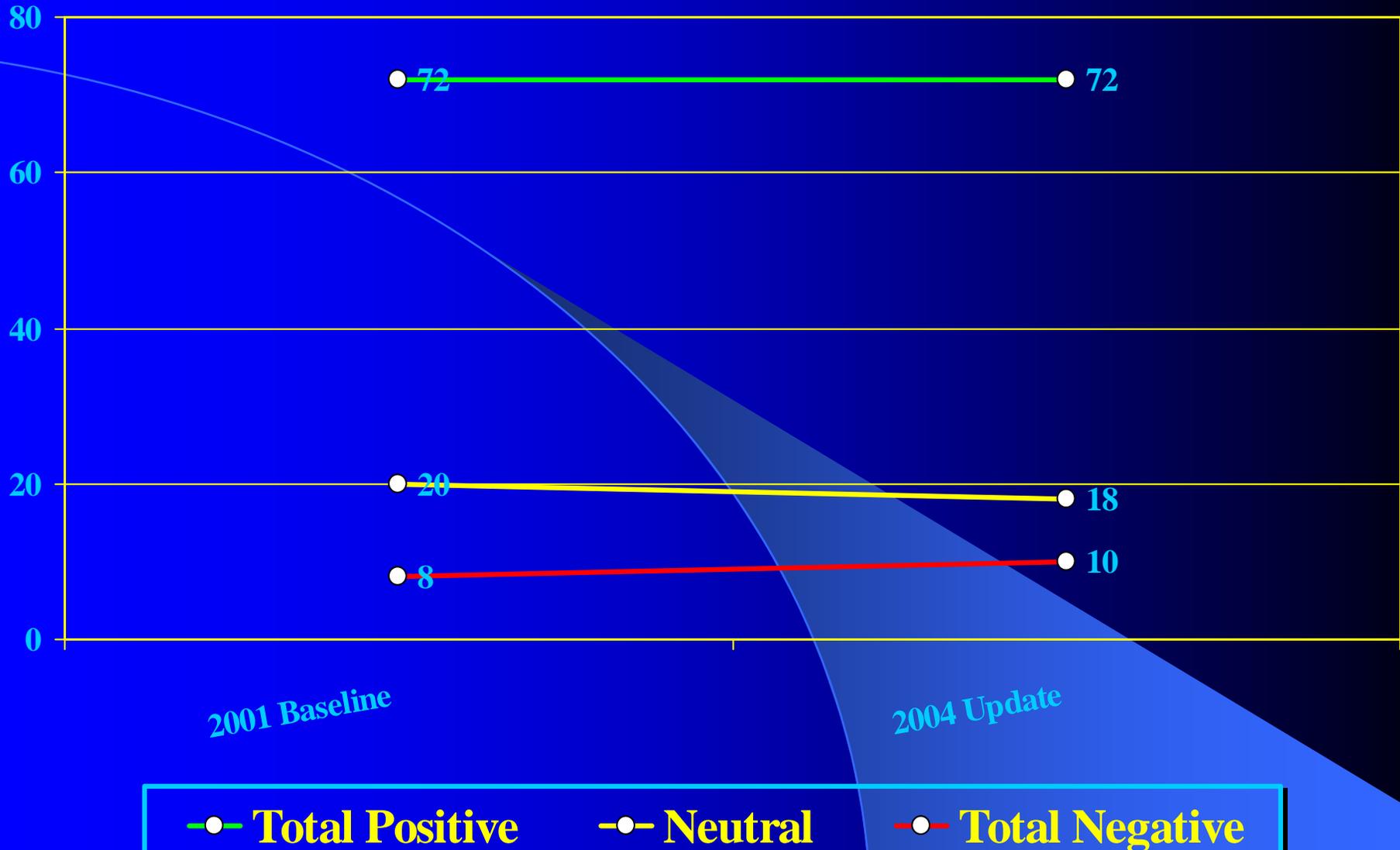
Posttest City Diversity Rating by Department



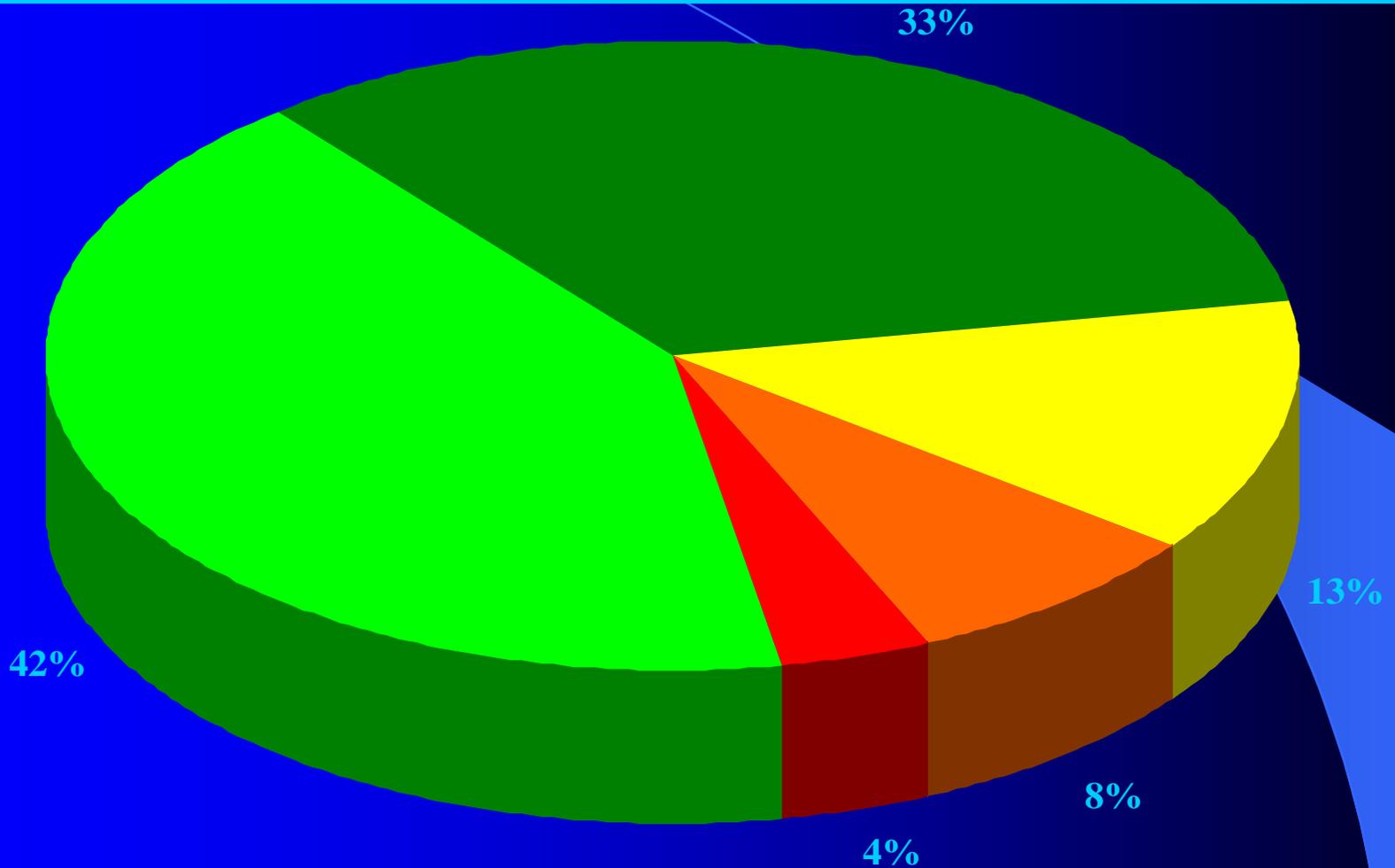
Posttest City Diversity Rating by Demography



Trend: Posttest City Diversity Rating

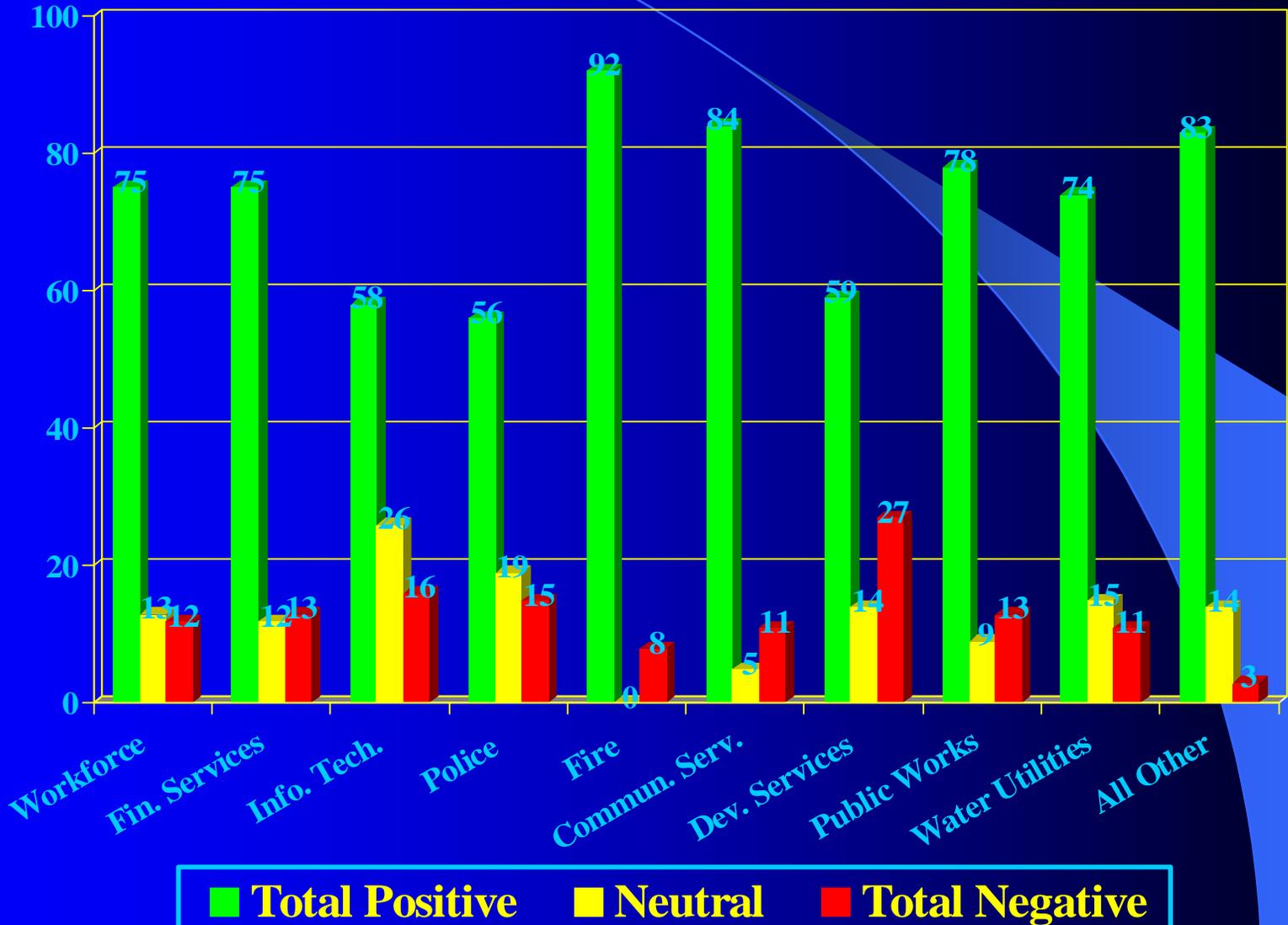


Posttest Department Diversity Rating

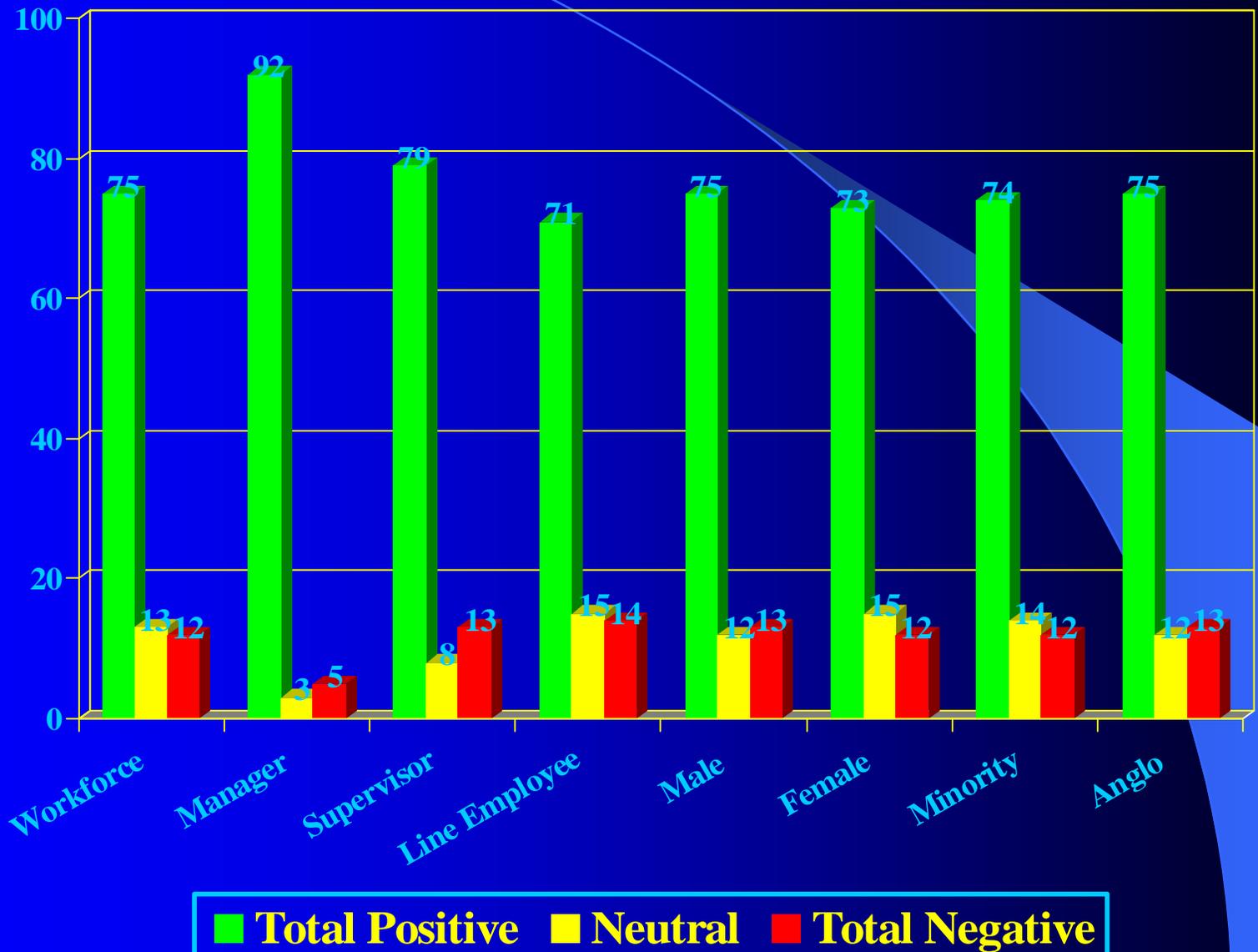


Very Positive **Positive** **Neutral**
Negative **Very Negative**

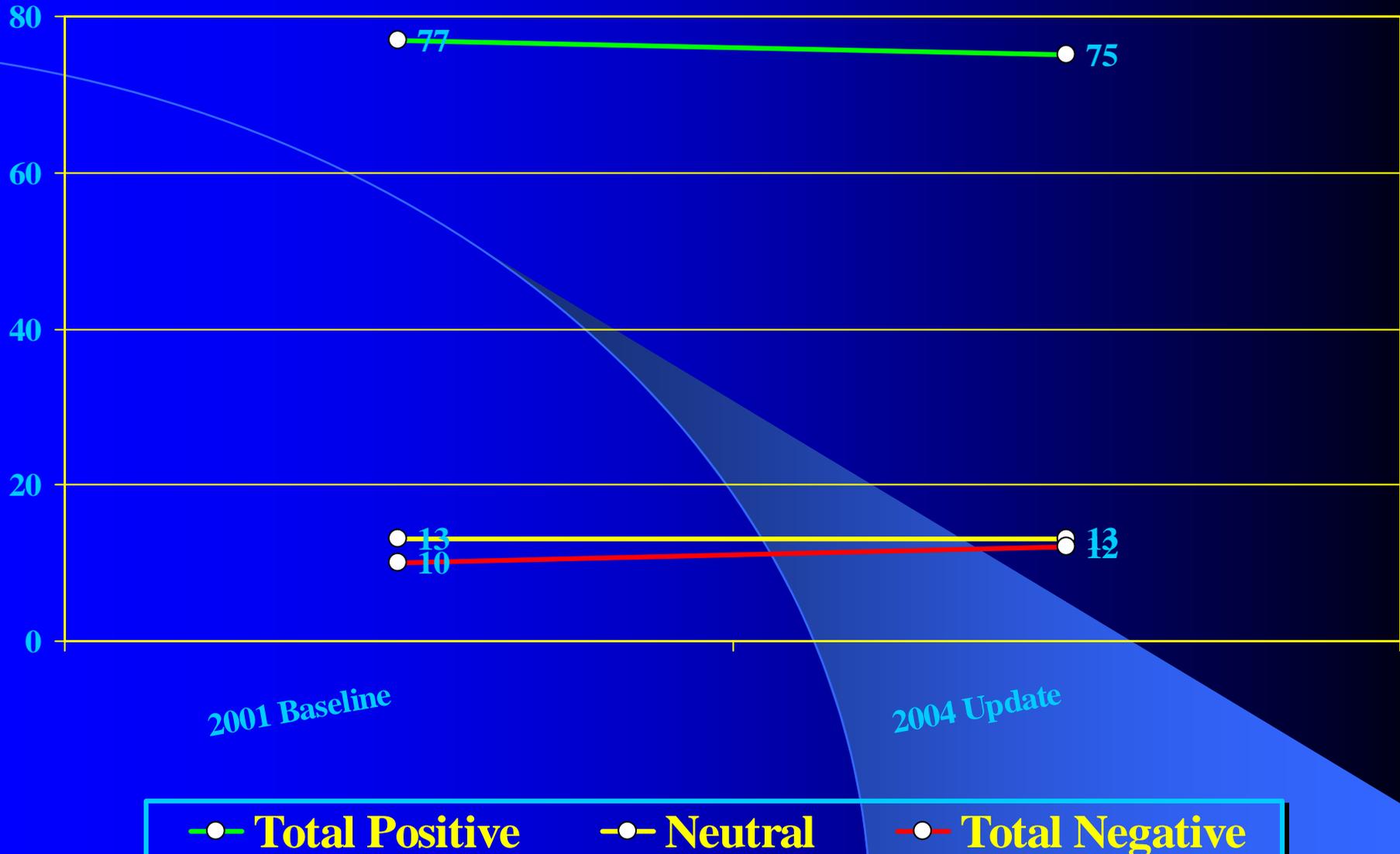
Posttest Dept. Diversity Rating by Department



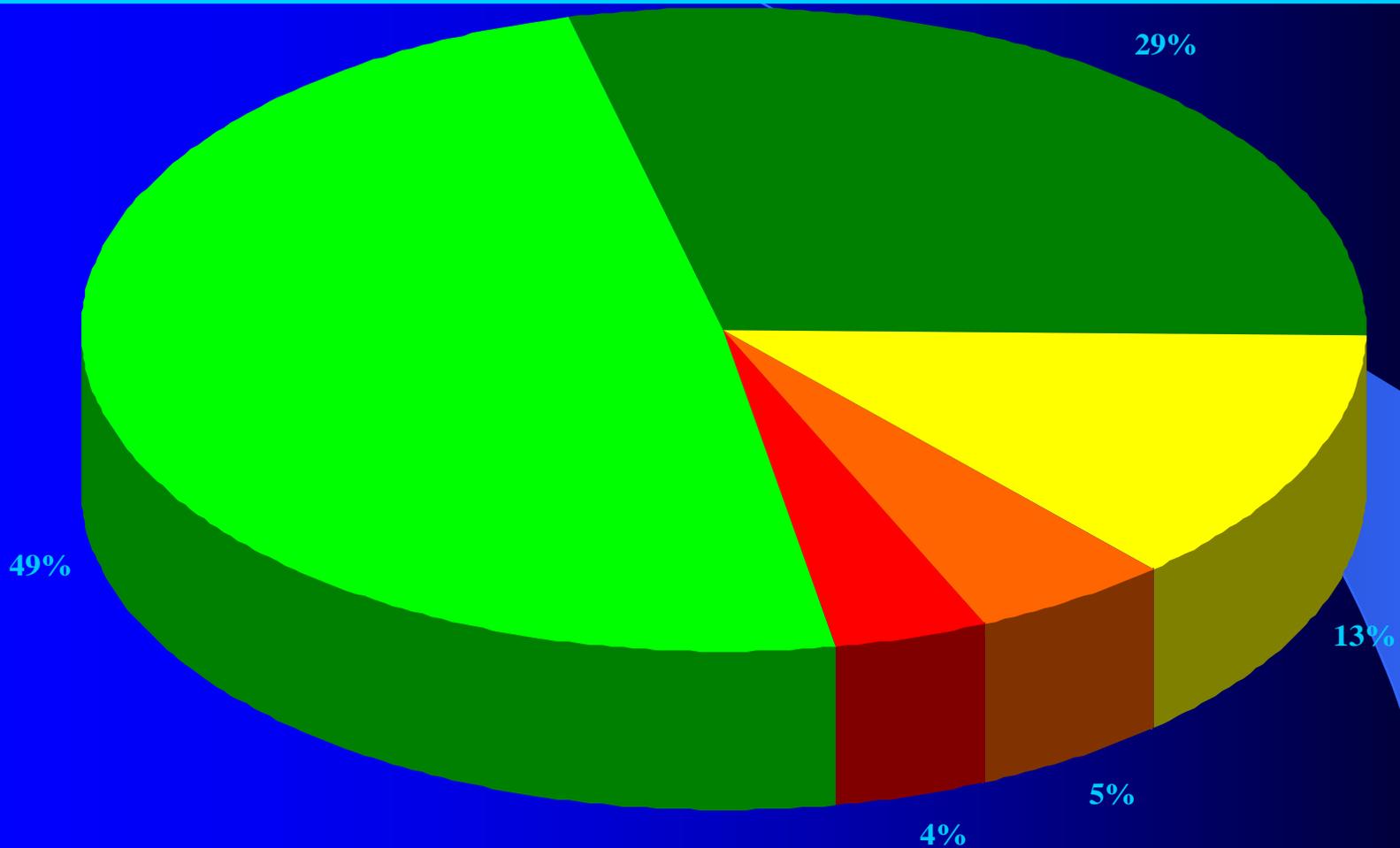
Posttest Dept. Diversity Rating by Demography



Trend: Posttest Dept. Diversity Rating



Importance of Workplace Diversity

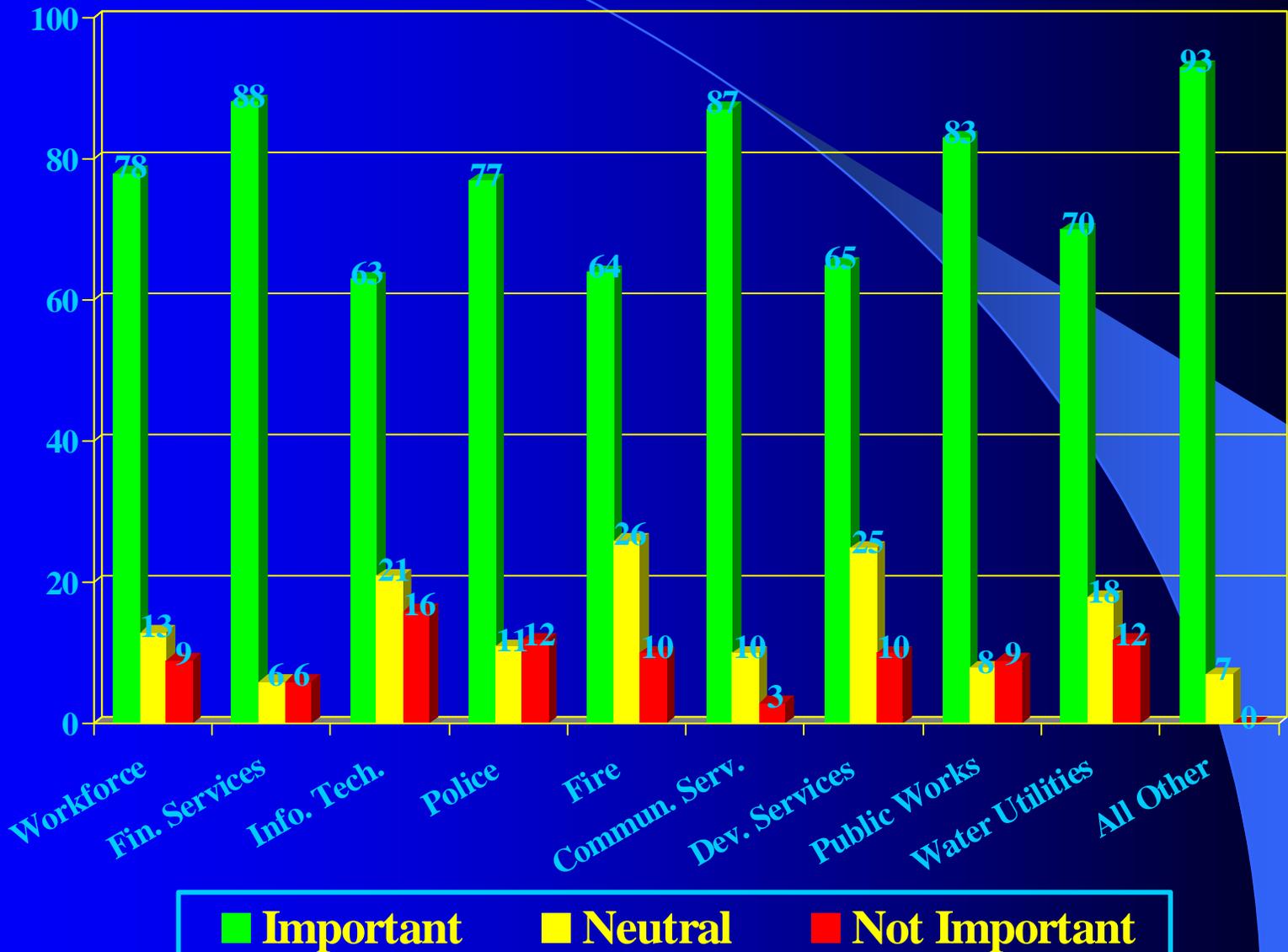


Very Important
Not Important

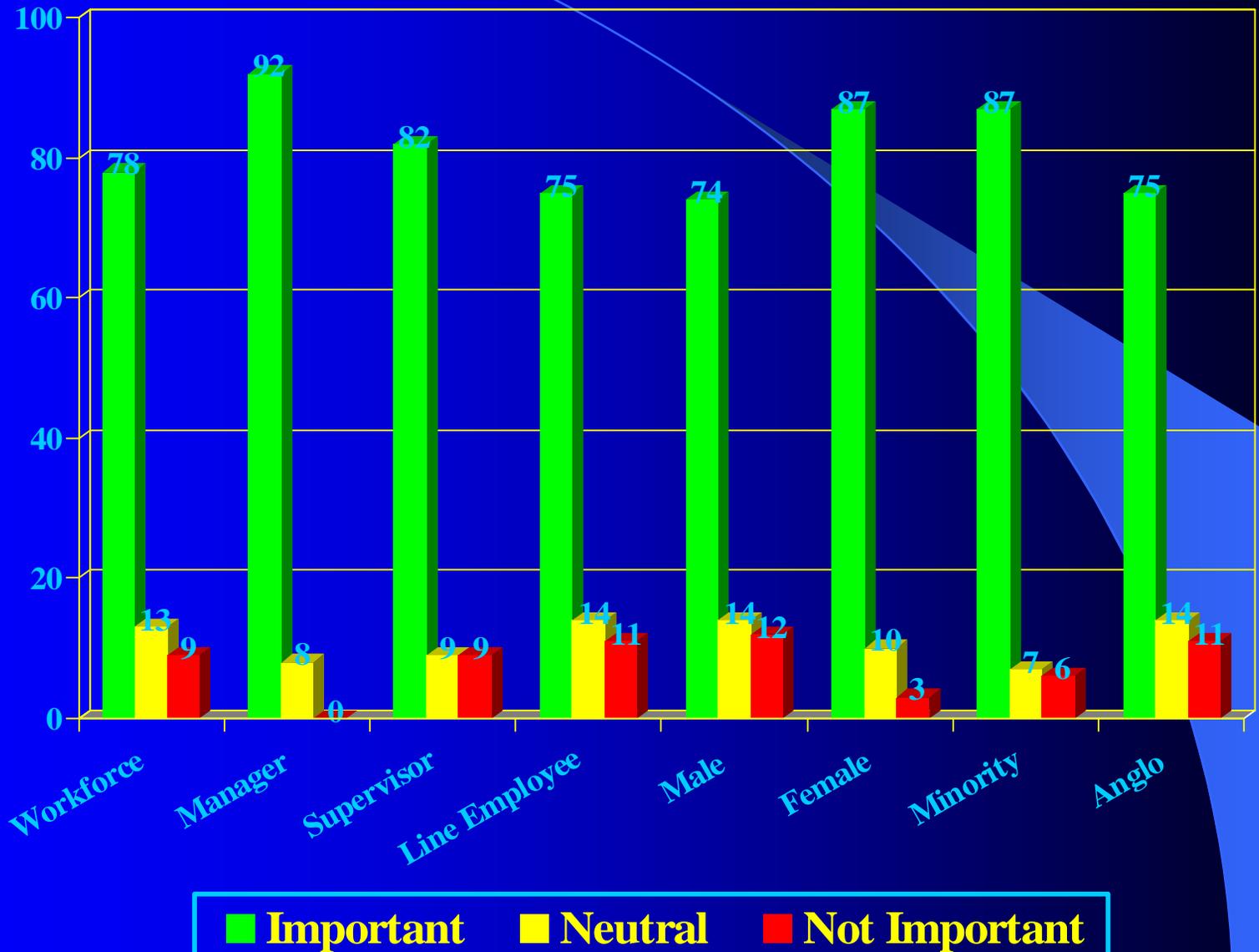
Important
Not Important at all

Neutral

Importance of Diversity by Department



Importance of Diversity by Demography



Trend: Importance of Diversity

