



# City of Tempe 2008/09 Diversity Strategic Plan

Strategic Areas	Program Strategies	Measure of Success
<p><b>1. Inclusion &amp; Equity</b>            An inclusive workplace            Encourages all employees to participate fully &amp; contribute at their highest level. Inclusion promotes <i>equity</i>.</p>	<p><b>ONGOING PROGRAMS/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Continue to include the 5-Sided Partnership on city issues. →</li> <li>• Annual Department Diversity Action plans. →</li> <li>• Refine Employee Forum process. →</li> <li>• Creation of various employee committees to implement specific suggestions in the Multicultural and Women's Task Force reports. →</li> </ul> <p><b>NEW PROGRAMS/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Childcare services for employees. →</li> <li>• Exits, Laterals, Transfers, Demotions Interviews. →</li> <li>• ADA Programming/ Training →               <ul style="list-style-type: none"> <li>• Increase awareness of mental health issues.</li> </ul> </li> <li>• Scheduling/coverage flexibility to allow participation in career development programs. →</li> <li>• Voice for "confidential" employees. →</li> <li>• Creation of Leadership Training for succession planning. →</li> </ul>	<p>Inclusion of the 5-Sided Partnership on city-wide committees. Production of a master list of meetings which employee groups will monitor.</p> <p>Diversity Department will receive annual diversity action plans from all departments.</p> <p>HR will provide feedback to the Steering Committee annually.</p> <p>Evaluation of any programs implemented by the committees.</p> <p>Childcare services program in place.</p> <p>Development and implementation of an interview process in partnership with the Steering Committee.</p> <p>Evaluation of training by the Diversity Department.</p> <p>Measured on a case by case basis.</p> <p>Creation of new partnership for confidential employees.</p> <p>Program development &amp; implementation of training to be done by Citywide Succession Planning Committee.</p>
<p><b>2. Impartiality</b>            Everyone has <i>stereotypes &amp; biases</i>. Continuous education &amp; open dialogue is needed to promote understanding &amp; awareness of the biases that create barriers.</p>	<p><b>ONGOING PROGRAMS/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Review of Rules &amp; Regulations by 5-Sided Partnership. →</li> <li>• Continue "Who's Your Neighbor?" Brown Bag Lecture Series on Culture Awareness. →</li> <li>• Diversity Dialogue Program →</li> </ul>	<p>360<sup>0</sup> feedback and adoption of changes.</p> <p>Evaluation by program participants through the Diversity Department.</p> <p>Evaluation by program participants through the Diversity Department.</p>

	<p><b>NEW PROGRAM/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Focus on women's issues and challenging bias'. → Evaluation of programs through participant feedback by the Diversity Department.</li> <li>• LGBT Training. → Creation &amp; implementation of training in partnership with the Gay/Straight Alliance.</li> </ul>
<p><b>3. Healthy Networks</b> Effective workplaces help employees &amp; managers move beyond their comfort zone, by creating opportunities for networking &amp; systems for recruiting and promoting the best candidate.</p>	<p><b>ONGOING PROGRAMS/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Continuous review and improvement of the Mentoring Program. → Evaluation of the program through participant feedback by the Diversity Department.</li> <li>• Women's Networking Program (WIN). → Evaluation of the program through participant feedback by the Diversity Department.</li> <li>• Gay/Straight Alliance. → Evaluation of the program through participant feedback by the Diversity Department.</li> </ul> <p><b>NEW PROGRAM/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Promote Tempe Professional Development Program. → Evaluation of the program through participants by the TPDC Board.</li> <li>• Promote Tempe Leadership. → Number of communications regarding program availability.</li> </ul>
<p><b>4. Fair Promotions</b> Effective workplaces ensure equity by developing &amp; implementing fairness &amp; objectivity in their hiring, recruitment &amp; promotional practices.</p>	<p><b>ONGOING PROGRAMS/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Continue to support programs and training on interview assistance and techniques, resume writing, individual coaching sessions, and employee forum preparation. → Evaluation of programs through participant feedback by TLC.</li> <li>• Continue to support administration of the Certified Public Manager Program through ASU. → Evaluation of the program by TLC and the 5-sided partnership.</li> <li>• Continue to support educational partnerships. → Evaluation of the program through participants by TLC.</li> <li>• City-wide Recruitment Outreach Committee. → Benchmark mechanism to track applicants and new employees.</li> </ul> <p><b>NEW PROGRAM/PRACTICES</b></p> <ul style="list-style-type: none"> <li>• City-wide Succession Planning Committee. → Creation of a committee with 5-sided partnership representation.</li> <li>• Encourage employees at all levels within organization to volunteer to participate on interview panels. → HR to develop a list of employees interested in observing/participating on interview panels.</li> <li>• Promote diversity on → Benchmark mechanism to track interview</li> </ul>

interview panels.

panels.

### 5. Solutions

Effective organizations help staff recognize that conflict can be healthy. Employees & Managers learn to accept & appreciate differences. They learn how to resolve conflict before it becomes a major issue. City of Tempe employees are expected to resolve conflict in a solution-focused manner.

#### ONGOING PROGRAMS/PRACTICES

- Promote & implement SOLVE through training & mentoring. → Revisit training & mentoring by the Steering Committee.
- Continue to support Tempe's Mediation Program. → Measurement of various promotional efforts by the Steering Committee.
- Continue to support Tempe's Safe Haven Program. → Measurement of various promotional efforts by the Steering Committee.

### 6. Accountability

What gets measured gets done.

#### NEW PROGRAMS/PRACTICES

- Evaluate Departmental: → Annual reports compiled by department heads and submitted to City Manager and Steering Committee.
  - Diversity Action Plans.
  - Diversity Supplier.
  - Department specific training
  - EEOC
  - Grievances
  - Merit Board

**Mission: To work with each other and the community to make Tempe the best place to live, work, and play.**

**Values: People...Integrity...Respect...Openness...Creativity...Quality...Diversity**