

DEVELOPMENT SERVICES DEPARTMENT
DIVERSITY PLAN

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WHO ARE WE?

The Development Services Department is a team of 65 dedicated professionals who work on behalf of the City of Tempe to provide the absolute best customer service through the divisions of Planning & Zoning and Building Safety. Our Department strives to ensure that the City of Tempe is a beautiful and economically sustainable community that fosters pride and a high quality of life.

Our employees work together to:

- listen to our customers.
- help our customers succeed while protecting public health and safety.
- provide advice and give direction as projects navigate the challenges and opportunities of developing in our “built-out” community.

The Planning Division works on current planning; long-range strategic planning; enforcement of the zoning code for commercial properties; and administrative support for Development Review Commission, Hearing Officer, Board of Adjustment and City Council.

The Building Safety Division reviews and approves building plans and specifications of all proposed construction; issues building, fire, and engineering permits for development; and provides on-site building inspections.

Our team cares about the people and the projects that come into the City of Tempe. We take very seriously our role to help projects succeed. We strive to discover, communicate, and implement solutions, rather than simply finding reasons to deny projects.

OUR ORGANIZATION VISION:

“With Diversity Comes Strength”

Diversity in the workplace is an inclusive process whereby the City benefits from the combined skills and experience of all employees at every level and position. The goal of creating an inclusive workplace is to meet the needs of an increasingly diverse community.

A continuous effort to educate and train every employee, regardless of status or position, will focus on achieving an inclusive workplace in which **no one person or group is provided special consideration over another**. The impact of the training will increase the consciousness and appreciation of the differences and recognition of the similarities associated with heritage, characteristics and values of many different groups of people, as well as **increasing respect** for the uniqueness of each individual.

OUR DEPARTMENT VISION:

“We are all riding the same bus”



Our Department benefits from the combined skills and experience of **all employees at every level and position**. We want our workplace to meet the needs of the larger organization and the community we serve.

Our Department values the individual education, training, and **career development** of every member of our team.

Our Department realizes the importance of recruiting, retaining, and **promoting team members who consistently perform and who are committed** to our department mission and values.

Our Department will focus on achieving an inclusive workplace in which no one person or group is provided special consideration over another.

Our Department recognizes the inherent value of the differences and similarities associated with heritage, characteristics and values of different groups of people. We also **respect the unique life history and perspective that each individual brings** to our team.

OUR DEPARTMENT'S STRATEGIC PLAN

1. Inclusion and Equity

An inclusive workplace encourages all employees to participate fully and contribute at their highest level. **Inclusion promotes equity.**

ONGOING PROGRAMS

- **Department Meetings:** Open to all employees of the City; held monthly; at 7AM; optional. These meetings provide an opportunity to recognize new employees, present service awards, and performance awards. This is also a forum for inter-division dialogue and for exchange with the Department Manager on any topic that concerns the Development Services Department.
- **Workgroup Meetings:** Open to all workgroup members and invitees; mandatory; periodic. These sessions allow for workgroup specific dialogue and communications for the team and managers supporting specific services to our customers.
- **Management Team Meetings:** Open to all managers of the Department and invitees; mandatory; periodic. These meetings focus on implementation of the Strategic Plan for the Department. Resource requests and allocations, personnel actions, process improvements, and support between workgroups are common topics of discussion
- **SEIU:** Available to all non-supervisory employees of the City.
- **TSC&SMT Exchange:** Open dialogue between the Department Manager and designated Department Tempe Supervisor's Council (TSC) and Senior Management Team (SMT) representatives. These meetings focus on current events and policies of interest to the TSC, SMT, and Development Services.
- **Department-Wide Employee Forums:** Open to all employees of the Department, selected invitees from ~~from~~ other departments and our customer base; held as-needed. This session will be a regular part of recruiting efforts for the hiring of every Department Manager and Deputy Department Manager.
- **Workgroup Forums** for Plan Review Manager; Front Counter Supervisor; and Building Inspections Supt. positions. Open to members of affected workgroups, management team, and selected invitees from other departments and our customer base; optional; as-needed. These sessions will be a regular part of recruiting efforts for the hiring of any vacancy in these positions.

Measures of success:

- Number of employees participating

2. Impartiality

Everyone forms opinions, to some degree, based on ~~has~~ *stereotypes and biases*. Continuous education and open dialogue is needed to promote understanding and awareness of the biases that create barriers.

ONGOING PROGRAMS

- The City's "**Who's Your Neighbor?**" Brown Bag Lecture Series on Cultural Awareness is available to all employees and is sponsored by the Diversity Department. This is an optional program and all employees are encouraged to attend.
- **TLC** will continue to provide **Mandatory Skills Training**; Required for all Supervisors in Development Services; optional for all others. DSD has designated "in-house" facilitators for MST IV.

Measures of success:

- Number of employees participating and evaluating programs
- Service delivery and daily interactions with our customers and ourselves take place with awareness of biases that create barriers

3. Healthy Networks

Effective workplaces help employees and managers move beyond their comfort zone, by creating opportunities for networking and understanding across functional areas.

ONGOING PROGRAMS

- **“Fun Club” Events:** Budgeted for and promoted by the Development Services Department. Activities to include annual family and holiday celebrations; optional. Costs minimized for participants when possible.
- Participation in the **City Mentorship Program:** Available to all employees; optional. Encouraged as a personal development tool.
- **Tempe Professional Development Club;** Available to all employees as an optional program. Networking and education about other department and city-wide issues are some of the benefits of participating in this organization.
- **Women’s Networking Program:** Available to all employees; Sponsored by Diversity Department; optional; encouraged. This program encourages and provides a support system for employees and helps to develop better supervisors.
- **LGBT Networking Program:** Available to all employees; Sponsored by Diversity Department; optional; encouraged. This program encourages and provides a support system for employees and helps to develop better supervisors.
- **How We Are Organized:** The “organizational chart” of Development Services has been structured to encourage communication between functional workgroups (planning, counter services; plan review, and inspections) for the benefit of our customers first. Understanding of each others activities and problem-solving across work areas is encouraged and benefits our customers as well as ourselves.

Measures of success:

- Number of employees participating and evaluating programs
- Ongoing ability to successfully navigate projects across work areas

4. Fair Promotions

Effective workplaces ensure equity by **developing & implementing fairness and objectivity** in their hiring and promotional practices. Part of fairness is establishing baseline expectations for all employees who want to “move ahead” in the department.

ONGOING PROGRAMS

- **DSD Philosophy:** “**I interview for my next promotion every day I come to work.**” This philosophy ties together expectations for promotion with what matters most in Development Services – producing productive results to our customers and each other, every day. Our Department realizes the importance of recruiting, retaining, and **promoting team members who consistently perform and who are committed** to our Department mission and values.

- **What Qualities We Value:** Traits that, when expressed on the job, will aid in the attainment of promotional opportunities:

Across the Department: Competence, Dedication, Integrity, Understanding, Openness, Consistency, Productiveness, Enthusiasm, Professionalism and Accountability

Front Counter: Timeliness; Friendly Service; Provide Alternatives; Honesty; Teamwork; Provide Encouragement and Support to Team; Starve Gossip; and Choose Your Best Attitude Daily

Planning: Providing Alternatives, Timeliness, Thoroughness, Flexibility, Discretion, and Sound Judgment

Plan Review: Responsiveness, Cooperation, Timeliness, Providing Alternatives, and Accuracy

Building Inspections: Flexibility, Helpfulness, Providing Alternatives, Accuracy, Sound Judgment, Initiative, Discretion, Tact, and Knowledge

- **Expectations of All New and Current Employees:** These are basic expectations of every team member in DSD. These expectations are a foundation of how we respect and treat each other. These traits establish a baseline of equity and fair treatment in our workplace:

1. **Foster and practice a self-disciplined “can-do” mindset**
2. **Understand the big picture**
3. **Develop a professional perspective in all functions and tasks**
4. **Take ownership of your own career development**
5. **Be productive**

- **Recruitment** - How We Reach Out: **Deputy Managers have primary responsibility** for determining the means, timing, and budget for all advertising of positions, both internal and external. Materials available through the City's Recruitment Outreach Committee may be used when appropriate. **Some external recruitment efforts may be targeted** to attract applicants from minorities which are under-represented within the department, division, or work area.

- **Desired Mix of Education and Experience:** Job Descriptions will be routinely reviewed by Deputy Managers prior to each recruitment, thus ensuring the desired mix of education and experience is established for Department positions. **Public and private sector experience are both valued to varying degrees for positions in our department.** Credentials, training, certifications, formal education, and skills development outside of primary job requirements and duties may also be valued, depending on the position.

- **Guidelines for "Going Outside":** To meet the needs of the Department and its customers, the Department Manager may elect to petition the Assistant City Manager to simultaneously recruit for a position both internally and externally. When an "internal first" recruitment establishes an eligibility list with four (4) or fewer names, the Department Manager may elect to supplement that list through an external recruiting process with City Manager approval.

- **Interview "Panel" Composition Methodology:** Initial interview panels for DSD positions **will be composed by the Deputy Manager** in cooperation with the Human Resources Department. Deputy Managers are encouraged to strive for diverse membership on review panels that will **include peer city employees and those with working knowledge of our Department** responsibilities, functions, and culture – **including, when practical, our customers.**

- **The "Second" Interview:** Manager's considerations, among others:
 1. **"Needs of the organization and our customers come first, the individual, second."**
 2. Potential supervisors must have **already demonstrated** on the job the personal qualities which have earned them the privilege of leading this organization and developing subordinates careers.
 3. **No one is entitled** to a job because of time served; the opinions of peers, or the desire/drive to have a position.
 4. **The "best fit"** for the organization is largely defined by demonstrating (every day) the qualities (outlined above) valued by our customers and Department.

- **Career Development through use of the DSD “4-Square” form:** Encouraged and available to all employees of our Department; this tool establishes a “contract” between employee and supervisor. This agreement documents in a clear, concise manner, the expectations of both employee and supervisor to move forward the work of the Department and the personal growth of the employee.
- **Reclassifications:** “The Conversations that Create Opportunities”: Every employee of the Department is encouraged to talk to their supervisor if the nature of their consistent work has expanded beyond the boundaries of their job description. As with most organizations, our Department changes over time as the needs of our customers and community changes. Accordingly, our individual job expectations and compatible compensation should be maintained to keep pace with the Department’s scope of work and Manager’s design for the organizational structure. Reclassification requests are one tool to help maintain an organization “on paper” that matches the organization function in daily practice. Every supervisor in DSD is required to bring reclassification requests forward to the management team and Department Manager for consideration. **Should the Department Manager find that there has been consistent and critical performance (at least 6 months) by an employee outside their current job description, the request may be forwarded to Human Resources** for further consideration and processing.

Measures of success:

- Number and diversity of applicants for promotional recruitments
- Frequency and quality of interaction between employees and supervisors
- Ongoing ability to successfully navigate projects across work areas

5. Solutions

Our organization recognizes that **conflict can be healthy**. All city of Tempe employees are expected to resolve conflict in a **solution-focused** manner. We learn how to resolve conflict before it becomes a major issue. We also learn to **accept & appreciate our differences** which can contribute to better service delivery.

ONGOING PROGRAMS

- **Expectations of all employees identified** in every annual DSD Strategic Plan: Available to all Employees; this publication promotes our “high performance work culture” where **positive** conflict is an integral part of our fast-paced, creative and productive team environment.
- **Promotion of “Safe Havens”**: The Diversity Department and Human Resources Department are available to any employee who has a question or concern they wish to keep confidential related to their work environment.
- Continue to support **Tempe’s Mediation Program**: Available to all employees.
- **Promote SOLVE:**

S Situation/Self Inventory

What is the conflict? What are the solutions? Define what I would like to see happen. What are the three possible solutions to this situation? What will the situation look like once it is improved? What can I do to help resolve the situation?

O Openness

Speak with the person directly. Share concerns and, just as importantly, share your three suggestions for resolving the issue. Show that you are concerned about this issue and that you are willing to work together to resolve it.

L Levels

If the issue persists please speak to the next in command: Middle Management, then Deputy Department Head, then Department Head. Always combine your concerns with your ideas for SOLUTIONS.

V Volley Ideas

Bounce your ideas back and forth. This is a good time to try the mediation program. Speak to a Human Resources Analyst for guidance.

E Employee Safe Haven

Conflict still unresolved? Call the Human Resource Manager or Diversity Manager for guidance.

Measures of success:

- Number of Grievances and EEOC Claims filed
- Number of mediation inquiries
- Ongoing ability to successfully navigate projects across work areas