

**CITY OF TEMPE**  
**INTERNAL AUDIT DEPARTMENT**  
**ACTION AND ACCOUNTABILITY (DIVERSITY) PLAN**  
**Initially Developed - December 2003**  
**Updated – June 2007**

**Background**

In the 2002 Diversity Audit conducted by Jamieson & Gutierrez, five diversity issues were identified as the most critical areas to be addressed by City management. The City Manager asked all department managers to develop an Action & Accountability Plan to address the issues identified in the Diversity Audit Report. The Internal Audit Department's plan was developed and has been updated, regularly, since 2003.

**Development Process for the Internal Audit Department's Action & Accountability Plan**

1. ***Review the source of the diversity issues*** – During weekly Department meetings, employees reviewed the findings of the Diversity Audit relevant to the “top 5 diversity issues.”
2. ***Determine the applicability of each issue within the Internal Audit Department*** – Department employees provided input regarding the applicability of each issue, based on past experience as well as potential scenarios within the Department.
3. ***Identify steps that have already been taken to address the issues and additional action that should be taken to improve the Department and/or City in each of the five critical areas.***
4. ***Identify measurements of success*** – employees provided ways in which the Department could measure improvement as a result of steps taken.
5. ***Seek confirmation of the plan's validity*** – request confirmation from the Diversity Department that the proposed steps will sufficiently address the identified diversity issues.
6. ***Review and Update the Plan*** – all Internal Audit staff members reviewed the reports produced in April 2005 by the Multicultural Task Force and the Women's Issues Task force; during the Department's annual planning meeting, input was gathered from all staff members and used to update the Department's Diversity Plan. Diversity issues are discussed during weekly staff meetings and Departmental procedures are developed and adjusted, based on input from staff members.

**Action Plan Steps to Address the “Top 5 Diversity Issues”**

**I. Inclusion**

*Positive practices already in place:*

- Weekly meetings are held with all Department employees; agenda items relate to current City issues, as well as Departmental projects.
- Audit reports are reviewed by all Department employees.
- The Department Manager has attended MST I, MST II, and MST III (this positive practice applies to all five of the issues addressed here).
- As recommended in both the Multicultural and Women's Issues Task Force reports, Staff members have completed MST I, MST II and MST III. Issues raised during MST training were discussed during department staff meetings (this positive activity is applicable to all five of the identified diversity issues).
- Every staff meeting incorporates a labor-management topic of discussion.

*Potential improvement in this area:*

- Find new ways to discuss audit findings as a group to ensure that all staff members gain an understanding of all audit subjects.
- Continuously incorporate brainstorming in the audit planning process to gain a wider perspective.
- Encourage employees to attend future diversity training developed by the Human Resources and the Diversity Departments (this would be a positive step for all five diversity issues addressed here).

*Measurements of Success:*

- All staff members should participate in open discussions of employee/union issues during weekly Department meetings.
- During weekly meetings, employees should be able to discuss Citywide issues.
- Group discussions should be taking place during the audit planning and review processes.
- Employees should be attending classes to supplement MST.

## **II. Bias**

*Positive practices already in place:*

- The Department Manager has an “open-door” policy with all employees.
- Interview panels, made up of employees from various departments, have been used during the hiring process.
- The Women’s Issues Task Force report identified unreported age and gender discrimination as issues to be addressed. All staff members have attended MST sessions, which address the issues of age and gender discrimination.
- Potential bias is addressed during the audit planning process. Internal Audit Department employees discuss how their personal experiences might inhibit impartial judgment during audit selection and planning.
- During weekly staff meetings, discrimination has been a topic of discussion, as it applies to audit selection and reporting.

*Potential improvement in this area:*

- Create a more favorable impression of Internal Audit and reduce negative bias by promoting the positive aspects of the Department’s function (possibly via Website communication and formalization of the Employee Reward Program).

*Measurements of Success:*

- A formal discussion of audit bias should take place during group audit planning and review sessions.
- The Department’s Website should be updated and the Employee Reward Program should be formalized.

## **III. Good Old Boy Network**

*Positive practices already in place:*

- Employees have individual Performance Development Plans.
- Assignments and responsibilities are rotated.

- Access to training and education – Citywide and Department training budgets are established to ensure that appropriate training is available.
- There is daily interaction between employees and the Manager, and significant interaction with employees in other areas of the City.
- The Women’s Issues Task Force report encouraged employees to participate in the Diversity Department’s mentoring program. Both staff and management in the Internal Audit Department have participated in the program.
- The Women’s Issues Task Force report encouraged management to make flexible work schedules available to employees. All staff members in the Internal Audit Department have taken advantage of flexible work schedules.

*Potential improvement in this area:*

- Include a more formal training policy that involves training budget review.
- Continue to circulate all training materials and training brochures within the Department to increase training opportunities and effectiveness.

*Measurements of Success:*

- Every employee should have a Performance Development Plan (or written documentation of the employee’s desire to decline the opportunity) on file with the Department Manager, which is reviewed and updated at least annually.

#### **IV. Promotions**

*Positive practices already in place:*

- HR has formalized policies regarding internal versus external recruitments.
- Panels are used for promotion and recruitment interviews.
- Departmental Performance Development Plans have been formalized.
- The Women’s Issues Task Force report encouraged management to develop and maintain adequate budgets for employee training. Internal Audit’s training budget has been reviewed and maintained at a level to provide sufficient training to all staff members.

*Potential improvement in this area:*

- Ensure that career enhancement opportunities are addressed during the PDP development and review process.
- Ensure that job descriptions and announcements accurately reflect the skills, experience and individual qualities necessary to excel in each position and provide the most valuable service to the City. Diversity in employee attributes, such as work experience, educational background, personal development, etc. should be considered in the development of job descriptions.

*Measurements of Success:*

- PDP’s should include plans for training and education, and should address employees’ career aspirations.
- Job descriptions should be reviewed with HR to ensure applicability to performance expectations.

## **V. Conflict**

### *Positive practices already in place:*

- Weekly staff meetings are conducted to discuss issues.
- The Department Manager has an “open-door” policy.
- HR has formalized conflict resolution resources and policies.
- The SOLVE model has been incorporated into the Department’s Policies and Procedures Manual.

### *Potential improvement in this area:*

- Review and update individual and Departmental goals and objectives regularly.
- Review and update Departmental policies and procedures regularly.

### *Measurements of Success:*

- Conflict resolution should be the subject of staff meetings during each year.
- The task of reviewing departmental policy and procedure should be included in the annual audit planning process.