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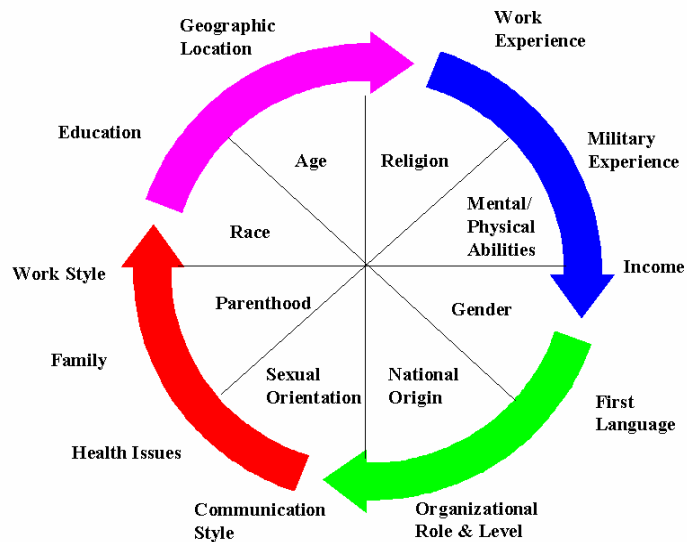
DIVERSITY TASK FORCE REPORT

PURPOSE

In order to strengthen the City's commitment to diversity, you established the City's Diversity Task Force in December 2000. The charge of the Task Force is to advise the City on diversity issues as they relate to the City's recruitment and selection, promotion and retention, and training processes. This report summarizes Task Force's experience and recommendations.

WHAT IS DIVERSITY?

It's hard to briefly define diversity in the workplace. Some focus on the ways we differ from one another . . . others focus on the variety of our strengths. One thing is for certain, diversity is not limited to race and gender – it is broad and includes all the attributes that make us individuals. This wheel illustrates the variety of perspectives, strengths, and abilities that we bring to the workplace.



Adapted from Don Logan

DIVERSITY TASK FORCE

BACKGROUND

The City values and respects all of its employees and believes that diversity is essential. To serve the public, we must have an excellent workforce. Working together as a team is a core element of our Vision and Values. Diversity strengthens our team; it broadens our outlook and encourages creativity and commitment in providing outstanding customer service to the community. Not only is valuing diversity the right thing to do, it is an effective business strategy.

It is the responsibility of every employee and every department to support diversity and act to assure that all employees are treated with fairness and respect. All employees should have equal access to assignments, promotional, and training opportunities. The City supports employees by offering comprehensive programs and services in the areas of training, job opportunities and other professional and personal development methods.

In the 1999 City Employee Attitude survey, the majority of City employees responded that they enjoy working for our organization. 97% of the employees said that “the City is a good place to work”; 92% indicated that “they would recommend City employment to their friends and neighbors”. They also acknowledged that the City provides good benefits, competitive salaries and a good work environment. On diversity, 75% of the employees agreed that “the City values diversity and differences in the workplace”. The survey also showed that we need to improve communications; only 33% responded that “they were kept informed about issues facing the City that effect them”.

APPROACH

The Task Force is comprised of 23 employees from different backgrounds and from a variety of levels of the organization (Task Force members are listed on page ten). The Task Force has diversity in terms of gender, ethnicity, and tenure with the organization, and affiliation with various employee associations and groups. The Task Force has representation of nearly every City department.

The first meeting of the Task Force was held on December 15, 2000. The Task Force established a schedule of meeting twice a month through July 2001 at the City's Family Advocacy Center. The Task Force heard a series of presentations from City departments. After each presentation, the Task Force divided into small working groups to brainstorm issues (Attachment A, page eleven, includes all the points that we brainstormed). The Task Force as a whole worked with City staff to adopt overall recommendations and possible action steps.

DIVERSITY TASK FORCE

CURRENT CITY PROGRAMS

As noted above, the Task Force heard a series of presentations from City departments about the current efforts on recruitment and selection, promotion and retention and training. The Personnel Department offers several programs and services; examples of these programs include:

- ? Training opportunities (skills-based, professional and personal development)
- ? Trainee job class opportunities including academies
- ? Apprenticeships
- ? Out-of-class and underfill opportunities
- ? Job share and telecommuting
- ? Tuition reimbursement for continuing education
- ? Language training classes
- ? Career development services
- ? Mediation program
- ? Diversity and Civil Treatment classes
- ? Employee Suggestion Program
- ? Recruitment classes including resume preparation and “how to interview”
- ? Job advertisements in minority publications, radio and other outlets
- ? Consulting services
- ? Participation in job fairs

In addition to these programs, departments also offer other training opportunities to their employees including customized classes tailored to meet their unique environment. Personnel and other departments continue to assess their programs and make changes as needed.

The Equal Opportunity Department also coordinates a variety of activities and outreach; examples of these programs include:

- ? Human and Civil Rights training including Cultural Awareness, Employment, Accessibility, Sexual Harassment, etc.
- ? “We Are All on the Same Team” Cultural Awareness and Education Program
- ? “Faces of Diversity” brown bag lunch programs featuring speakers on various topic including diversity, culture, and gender.
- ? Assistance to departments requesting diversity needs assessments
- ? Consulting and facilitation services
- ? Complaint investigation
- ? Affirmative Action Planning efforts

DIVERSITY TASK FORCE

ISSUES, BARRIERS & OPPORTUNITIES FOR IMPROVEMENT

The Task Force commends the current comprehensive approach taken by the City, and recognizes the continuous improvements that are being completed each month. In order to advise you on ways to strengthen the City's commitment to diversity, we discussed issues, barriers, and perceptions that work against building diversity. During this discussion:

We agreed that the City needs to maximize its communication efforts so that all employees know about the job opportunities, programs, training classes, etc. offered by the City;

We also felt a need to reinforce current procedures and policies in order to eliminate the gap between our organization's stated goals & values and some of the actual practices;

We saw a need to reassess the City's recruitment and selection, promotion, retention, and training processes in order to ensure fair and equitable results;

Finally, we felt that the value of diversity could be better integrated into our current culture.

RECOMMENDATIONS

The Task Force believes that the City can further strengthen and improve its current efforts in recruitment, promotion and retention and training processes. We discussed several recommendations and key action steps to meet this goal. We acknowledge that the City has several of these programs already in place and/or are in the process of implementing or improving them. These recommendations fall into seventeen main categories and are noted below:

1. Enhance Efforts In Diversity Advertising/Outreach

- A. Train city employees to serve as recruiters as part of Employment Outreach Program to minority/women/underrepresented groups and schools. A diverse group of employees representing a cross-section of the organization will receive short training on how to recruit and be provided a tool kit with information about openings, benefits, etc. These employees will be given the time to participate in the program.
- B. Expand City sources for recruiting: Neighborhood Services Department Newsletter, Water Notes, recruiting posters at public facilities, especially those in areas with large under-represented populations.

DIVERSITY TASK FORCE

- C. Create Personnel Department liaisons for under-represented organizations, for example, Phoenix Indian Center.
- D. Have City staff meet with disability advocacy organizations to let them know job application materials are available in alternative formats.
- E. Have Personnel Department partner with Human Service's "Phoenix Workforce Information Network" – includes dislocated workers program, one stop career centers, partners with DES (Department of Economic Security), and works with companies laying off workers (Rapid Response Services). Send "recruitment tool kit" to companies laying off workers. Kit would include recruiting posters, magnets, cards, and Personnel Department contacts.
- F. Better market benefits – develop summary sheet of benefits that departments can give to interview candidates.
- G. Expand recruiting efforts at targeted conferences, for example, International City Management Association (ICMA) – Hispanic Network Conference.
- H. Continue holding job fairs for City departments – target diverse media for announcements.

2. Build Systems that Ensure Fair Selection Every Time

- A. Send every supervisor in the city a copy of the updated Supervisors Tool Kit to Selection Interviews.
- B. Create a diverse list of employees to serve on interview panels. Make this working list available to departments.
- C. Expand diversity goals and results in the Performance Appraisal Program (PAP – tool used to evaluate the performance of executives and middle managers) and Performance Management Guides (PMGs – tool used to provide performance feedback for most city employees).
- D. Develop a checklist of basic rules for interview panel members to follow. The checklist will include a conflict of interest statement to identify candidates that panel members have a close personal relationship with or who are related.

3. Connect Diversity Action Plans to the Recruitment and Selection Processes

- A. Offer departments assistance to develop a strategic diversity action plan.

DIVERSITY TASK FORCE

- B. Develop and distribute guidelines to help interview panels and hiring supervisors to incorporate diversity in the hiring process.
- C. On an annual basis, analyze the City's Affirmative Action report, identify job classes that need more diversity, conduct targeted recruitment for these classes.

4. Continue to Create Innovative/Flexible Hiring Processes and Maximize Electronic Application Processes

- A. Expand ezAPP (on-line resume submission) to all resume-based recruitments and for recruitments that use checklists.
- B. Expand Internet recruiting efforts.
- C. Continue and expand the use of e-mail list-serve to notify people of job openings.
- D. Survey new hires to gain insight on how to recruit more effectively and make improvements in hiring processes.
- E. Explore the possibility of developing a recruitment pool of job applicants to increase the chances of finding the best pool of candidates for a position.

5. Put Career Improvement Tools in the Hands of all Employees

- A. Promote and support "grow your own" initiatives - apprenticeships, mentoring, and internships.
- B. Publish a guide of employees who are willing to serve as mentors or let other employees shadow them.
- C. Group the city's internships together for marketing (Internship Connection web page) and consistency.
- D. Continue communicating with all employees to let them know that tuition reimbursement is effective immediately (for full-time employees) - no longer need to wait one year.

6. Proactively Share Promotional/Selection Process Information

- A. Encourage departments to clearly state experience and qualities they seek in job announcements.
- B. Encourage hiring supervisor to inform interview panel members on the skills, qualities, and experience they are seeking.

DIVERSITY TASK FORCE

- C. Work with departments to get weekly hard copy job summary to remote sites.
- D. Allow applicants to sign up for e-mail list serve for specific positions so they will be alerted when positions are open.

7. Evaluate Entire Skill-Set of a Job during the Interview Process

- A. Encourage hiring supervisor to discuss the entire skill-set of a job with interview panel members.
- B. Continue to use written and demonstration exams where appropriate.

8. Strengthen Efforts to Value Diversity and Promote Equal Treatment

- A. Encourage departments to use “valuing diversity” as one of the criteria for performance and promotions, include in PAPs and PMGs.
- B. Continue Civil Treatment training and encourage mutual respect.
- C. Encourage managers, supervisors, and employees to request “We’re All on the Same Team” presentations.

9. Continue to Encourage and Support “Grow Your Own” Efforts

- A. Develop a more formalized “grow your own” program.
- B. Encourage more job rotations to give employees additional skills to increase their opportunities for promotion.
- C. Encourage departments to complete a workforce planning self-assessment taking into account diversity goals.
- D. Continue to encourage the use of internships to diversify workforce and hire future managers for the organization.

10. Increase Career Opportunities for Employees

- A. Encourage supervisors to discuss career-related goals with employees and add steps to attain these goals to PMG.
- B. Develop formal and informal mentoring network.
- C. Consolidate classes to broaden the career opportunities for employees.

DIVERSITY TASK FORCE

- D. Improve the City's career resource center based on input from employee survey or focus groups.
- E. Evaluate results of Water Department's skill-based program and expand if appropriate.

11. Reach Out to Keep Our Diverse Workforce

- A. Develop and use exit surveys for employees leaving the organization.
- B. Proactively work with employees who use the tuition reimbursement program to assist with their career plans.
- C. Enhance the City's tuition reimbursement program.
- D. Provide more organizational support and consistency for telecommuting, job share, flexible schedules, etc.

12. Make City of Phoenix More Diversity-Friendly

- A. Create a diversity mission and vision statement. Include statement in existing organizational materials and make it part of the corporate culture.
- B. Add diversity to the core Visions and Values statements.
- C. Continue to integrate diversity into continuous training efforts.
- D. Partner with the Human Relations Commission to co-sponsor a multi-cultural festival, "One Phoenix, One People."

13. Aggressively Market Training and Development Opportunities

- A. Conduct focus groups with field employees to determine how to improve communication regarding training opportunities.
- B. Develop an aggressive marketing plan to inform all employees of training opportunities.
- C. Assess processes to ensure that managers and supervisors take responsibility to make sure training is available to all employees.

DIVERSITY TASK FORCE

14. Measure the Impact of Training and Development Efforts

- A. Implement better tracking of Employee Development program results (for example, measurements relating to use by diverse groups). Collect and analyze data on who uses training and development funds to determine if targeted recruiting is needed for certain groups of employees.
- B. Work with employees who are earning degrees and certificates to assist them in developing career plans. Recognize employees for their educational accomplishments.
- C. Encourage and motivate employees to start/continue their education/training.

15. Tailor Training and Development to Employees

- A. Include questions about the dissemination of training information in the biannual employee survey.
- B. Encourage departments to assess the needs of their employees and tailor training plans to match the identified needs.
- C. Expand training programs to provide support to employees who wish to enter “non-traditional” fields, such as women in blue-collar positions.

16. Continue to Place High Value on Continuous Training and Development

- A. Develop a diversity training module and require all employees to attend. Include working with a diverse group of employees and in a diverse community.
- B. Establish minimum training standards for all employees. Where appropriate, encourage departments to cross-train.
- C. Expand existing training academies such as Office Professionals and Front Counter Academies.
- D. Better market the Personnel class for interview panel members.
- E. Provide a certain number of professional development scholarship opportunities for employees without this benefit.
- F. Employees and supervisors work together to add a training item on their PMGs. The training should be aimed at enhancing skills and/or career development.

DIVERSITY TASK FORCE

17. Build Training Opportunities Beyond the Classroom

- A. When filling positions encourage departments, when applicable and appropriate, to create a 1 –2 week training period for the incumbent to train the incoming staff person.
- B. Create non-traditional training opportunities such as internet courses.
- C. Enhance and refine existing apprenticeship programs.
- D. Encourage job shadowing opportunities where possible and appropriate.
- E. Better market “Passport to the City” training class. This class showcases different City departments with site tours, discussions, and other informational sessions.
- F. Better market volunteer opportunities in the diverse communities that we serve.

SUMMARY

The Task Force members appreciate the opportunity to focus their attention on this important part of serving employees and the communities of the City of Phoenix. We learned a great deal about ourselves and the programs of the City. We are better people for the experience.

We encourage you to strongly consider our recommendations and to continue investing time and resources in this important aspect of our worklife and service to the community. This investment will bring us continued success today and in the future.

Diversity Task Force Members:

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DIVERSITY TASK FORCE

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