

Multicultural Task Force Observations and Recommendations Report City of Tempe

April 2005



“With diversity comes strength. It’s a basic law of biology that a species is strengthened with a diverse gene pool. By the same token, organizations are strengthened with different points of view. If we all thought alike and we all had similar backgrounds we would have fewer perspectives to consider in resolving any one issue.” Will’s Weekly Update – Monday, February 7, 2005

Acknowledgements

The members of the Multicultural Task Force would like to thank the Diversity Steering Committee for the opportunity to provide input on the topic of multicultural issues within the City of Tempe's workforce. We would also like to thank those employees who participated in our focus groups, the City Attorney's Office for their guidance, the Tempe Learning Center for training and assistance and the Tempe Professional Development Club for their assistance in hosting our focus groups.

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INTRODUCTION

Under the direction of the Diversity Steering Committee, a nine-member Multicultural Task Force was formed, as quoted from the Task Force Recruitment Bulletin (See Appendix A), “to identify specific needs of multicultural employees in the City of Tempe workforce as recommended in the Diversity Audit and develop employee task force groups to study feasible additions and modifications to work-life balance initiatives with an emphasis on diversity enhancement.” The creation of this Task Force stemmed from the recommendation of the 2001 Baseline Diversity Audit conducted by Jamieson and Gutierrez.

The Task Force commenced January 1, 2004 for a one-year term. Tempe Municipal Court Supervisor Christy Slover was selected to serve as Chair and Social Services Coordinator Mercedes Blunt as Vice-Chair of the Task Force. Members included a representative from each employee group of the 5-Sided Partnership and four at-large members from the workforce, each of which was selected through an interview process conducted by the Diversity Steering Committee. The Task Force consisted of the following members:

- TSC - Christy Slover, Chair
- TEC - Lily Rice
- TOA - Michael Hayes¹
- IAFF - Tempe Fire-Robert Lopez²
- Senior Management Group - Oliver Ncube
- At Large - Mercedes Blunt, Vice-Chair
- At Large - Andrea Groves
- At Large - Mark Stodola
- At Large - Raquel Romero

The Task Force developed and promoted a mission statement to guide and direct them during their appointment and to help them to stay within the specifications of the recruitment bulletin. Their mission statement is as follows:

“To maintain and strengthen the City’s position to hire, retain and promote with inclusiveness and fairness, in order to build a workforce that reflects the diversity of the community in which we serve.”

After establishing the mission statement, the Task Force identified four specific goals to aspire toward during their one-year assignment. They were to:

¹ In April 2004, the TOA representative could no longer participate. His replacement, Chris Eastman, attended his first meeting in October 2004.

² IAFF – The Tempe Fire Union did not have representation after February 2004 and therefore offered no input into the process or findings.

1. Identify the unique multicultural issues faced by the City of Tempe employees.
2. Identify and enhance the positive changes already taken by the organization.
3. Recommend potential solutions for identified issues to the Diversity Steering Committee.
4. Promote a work culture that values and supports the health, performance, and development of each individual and the organization.

LITERATURE REVIEW

In researching and preparing for the assignment, the Task Force started by trying to define multiculturalism. They concluded that “multiculturalism” is a relative term and is largely determined by an individual’s perspective. In consideration of the wide variety of definitions for this term, and given their desire to remain unbiased throughout the process of research and observation, the Task Force decided not to explicitly attempt to define multiculturalism but allowed for a variety of interpretations. Here, for example, are several of these interpretations, each as valued as the others in the process of research and observation:

“Multiculturalism involves, among other issues what might be called the quest for cultural validation: the desire of racial, ethnic, religious, and sexual minorities to be seen as legitimate in their own right. Black, feminist, and gay subcultures, among others, wish to assert their particular differences from prevailing social norms and want to be accepted by the larger culture they are challenging.” Clark, Thomas (Sept-Oct 1994). Culture and Objectivity. *The Humanist*, 38(2) v54.

“Multiculturalism promotes the strength and value of culture diversity, human rights and respect for cultural diversity, alternative life choices for people. Social justice and equal opportunity for all people, and equity distribution of power among members of all ethnic groups.” Sleeter and Grant (1990). Multicultural Education. *Facing Racism in Education*. Retrieved from <http://www.rci.rutgers.edu>

In another publication, a similar term “multicultural” was defined by an educator as:

“...education not just for people of color. It deals with all Americans, all of their struggles, hopes, and dreams, including those of white Americans. The goal of multicultural education is to give students the skills, attitudes, and knowledge they need to function within their own ethnic culture, the mainstream culture, and across the other ethnic cultures.” Lee, Mildred (Mar- Apr 1995). Building Bridges or Barriers? *The Horn Book Magazine*, 233 (4) v71.

An African-American author, Yale graduate, and attendee of a middle-class Jewish high school defined “multicultural” as:

“...a complex concept that does not lend itself to simplistic, ethnically-based definitions of cultural authenticity. If we look closely at any culture we will see all kinds of conflicting and mixed values, all sorts of opinions, and many different points of view.” Aronson, Marc (Mar-Apr 1995). A Mess of Stories. *The Horn Book Magazine*, 163(6) v71.

PROCESS

The Multicultural Task Force group met regularly once a month and at times twice a month to solidify a strategy. In the very first meeting the Task Force elected a Chair and Vice-Chair and members gave a brief introduction of themselves and why they wanted to serve on the Task Force. Deciding which steps the Task Force should take next was, at first, difficult. The official purpose for their existence was vague and they had to grasp a clearer understanding of their mission.

To establish a foundation for their creation, the Task Force obtained a copy of the final report of Jamieson and Gutierrez on the City of Tempe 2001 Diversity Audit. They invited the Human Resources (HR) and Diversity Managers to one of their meetings in order to be updated on what the City had accomplished since the 2001 Baseline Audit. At this point a mission statement and specific goals were generated and become the foundation for the momentum of the Task Force.

The Task Force next obtained and reviewed copies of the latest Workforce Diversity Report from HR, and the Executive Summary of the 2001 Baseline Audit, a copy of each City department's Diversity Action Plan, and the 5-Key Strategic Areas created by the Diversity Steering Committee. They also reviewed the City's then-present diversity initiatives, including the 5-Sided Partnership, Mandatory Skills Training, the Safe Haven of the Diversity Office, and the Diversity Steering Committee.

During the one-year term of the Task Force, the organization was preparing to conduct a follow-up audit. The audit would be accomplished by conducting a survey of the entire workforce using a questionnaire designed by the employees themselves. The Task Force expressed an interest in partnering with the Diversity Steering Committee, the Task Force on Women's Issues and the 5-Sided Partnership (now called 6-Sided Partnership) to design questions for the survey. This survey would measure the progress the City had made in addressing its diversity issues in the strategic areas of inclusion, bias, "good old boy", promotions, and conflict, as well as determine which areas needed improvement. The Task Force felt that since the survey would be designed internally, they could expect greater staff participation. The intent of the Task Force was to compare the data from this survey with other research to identify the city's "multicultural" issues, and from the findings of these comparisons make recommendations to the Diversity Steering Committee.

After agreeing to participate in creating the survey the Task Force spent several months on developing questions for this document. Complications arose when the Tempe City Council decided to conduct an independent audit by retaining the services of Jamieson and Gutierrez. This decision resulted in the loss of several months of work in the development of a survey that was ultimately shelved. The Task Force then made the decision to conduct a series of focus groups in order to gather data. They believed that getting out into the workforce and talking with employees would give them better results than simply reviewing survey results and reports.

In preparation for the focus groups, the Task Force partnered with the Tempe Learning Center (TLC) to receive training on creating and conducting focus groups. Using research methods discussed in the training, the Task Force set out to invite and interview 10% of employees from

each city department, and ultimately 10% of the workforce. However, temporary, contract and COE employees were excluded from selection. Departments with less than 10 employees were combined with other smaller departments. Employees were placed in a pool for random selection and invited to participate (See Appendix B).

Prior to conducting the focus groups the Task Force conducted a trial focus group to prepare and critique the process. It should be noted that the trial focus group was a smaller group than the actual size of the majority of the scheduled sessions. The trial focus group was successful and assisted in troubleshooting the survey process, after which the Task Force felt much more equipped and prepared for the scheduled sessions.

The table below, based on the 2003 Tempe Workforce Diversity Report created by HR, shows the number of employees per department that were invited versus the total number of employees per department and the corresponding percentage.

Department	Total Number of Permanent, Benefited Employees	Number Invited	Percentage Invited
Combine City Clerk/ City Manager/Diversity Internal Audit	12	1	8.33%
City Attorney ³	23	1	4.34%
City Courts	34	2	5.88%
Community Relations	17	2	11.76%
Community Services	145	14	9.66%
Development Services	82	7	8.54%
Economic Development	11	1	9.09%
Financial Services	66	5	7.58%
Human Resources	18	2	11.11%
ITD Department	72	6	8.33%
Fire Department	157	16	10.19%
Police Department	509	49	9.63%
Public Works Dept	337	34	10.09%
Water Utilities Dept	130	11	8.46%
Totals	1613	151	9.98%

No special consideration was given to department managers. Each permanent, benefited employee at every level was placed in the pool for selection. Will Manley, City Manager, and Ralph Tranter, Police Chief, were the only employees randomly selected but not invited to participate in the focus groups. In the case of the City Manager, it was believed that his position could create some reluctance among employees to speak freely. Because the Police Department comprises almost a third of the City's work force, it was felt that police staff would likely be in the same focus group as Chief Tranter, which again could create reluctance among employees to

³ Due to an error in determining the number of employees in the City Attorney's Office only one instead of two employees were invited to participate in the focus groups.

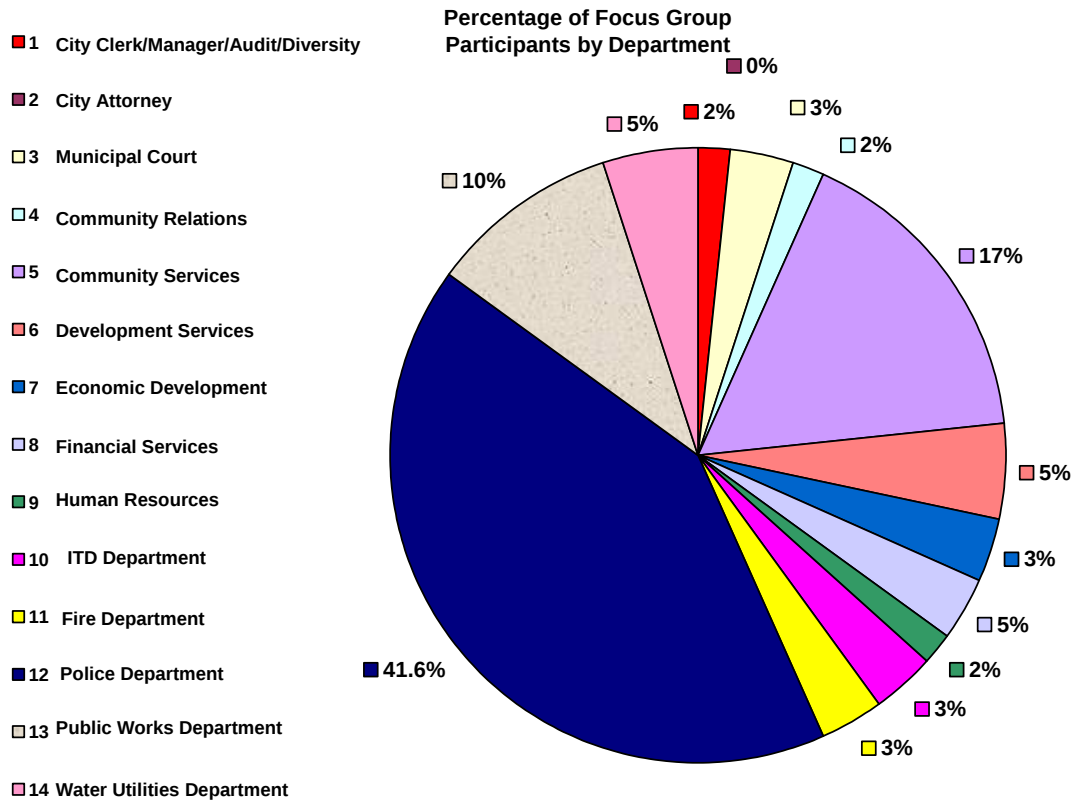
speaking freely. As such, the task force believed it would be most appropriate if he were not included. Mayor and Council were not placed in the pool for selection.

The Task Force conducted 6 focus groups. The sessions were conducted over a period of 8 weeks starting August 18, 2004. Employees invited to participate were given a schedule of the focus group sessions and were allowed to choose a session that best accommodated their work schedule. A subcommittee of 3 Task Force members staffed and conducted each focus group. Two members were responsible for note taking and observations while the third member was responsible for facilitating the focus group. To ease the possible discomfort of speaking openly and for legal purposes, each participant was asked to sign a confidentiality statement, created with the assistance of the City Attorney's Office (Appendix D). Each focus group session was tape-recorded to ensure that the Task Force accurately captured each participant's comments. Participants were forewarned and assured that the tapes would be destroyed upon completion of this report. The Task Force was careful to avoid placing a name with a comment to protect identification.

The following table and graph captures the actual number and percentage per department of those that participated in the focus groups:

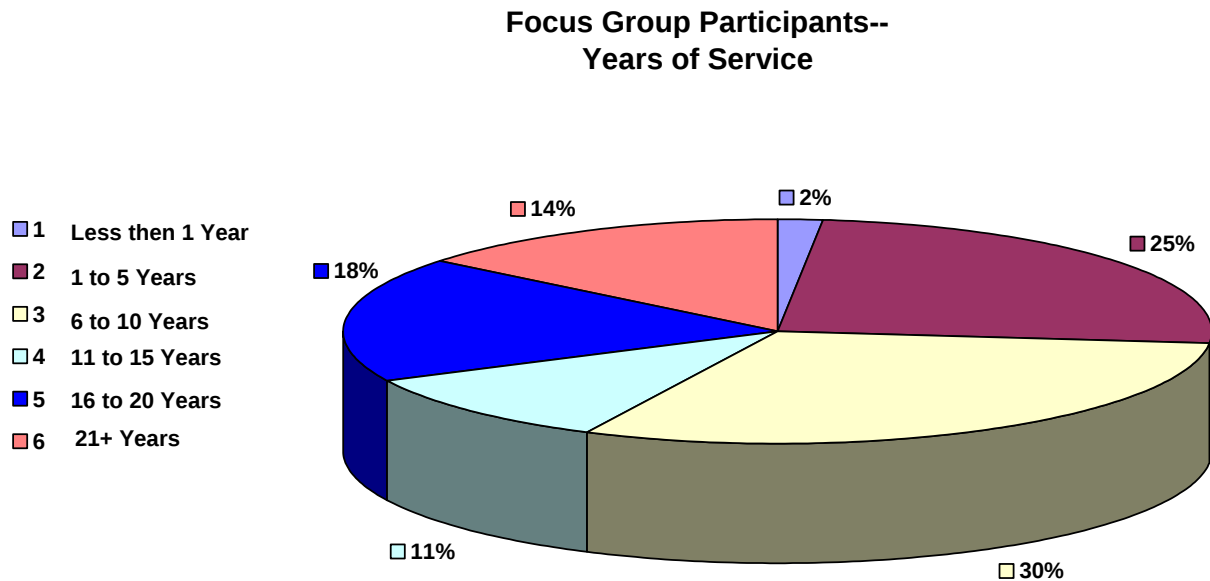
Department	Number Invited	Number Attended	Percentage Attended
Combine City Clerk/ City Manager/Diversity Internal Audit	1	1	100%
City Attorney ⁴	1	0	0%
City Courts	2	2	100%
Community Relations	2	1	50%
Community Services	14	10	71.42%
Development Services	7	3	42.86%
Economic Development	1	1	100%
Financial Services	5	3	60%
Human Resources	2	1	50%
ITD Department	6	2	33.33%
Fire Department	16	2	12.50%
Police Department	49	25	51.02%
Public Works Dept	34	6	17.65%
Water Utilities Dept	11	3	27.27%
Totals	151	60	39.74%

⁴ Due to an error in determining the number of employees in the City Attorney's Office only one instead of two employees were invited to participate in the focus groups.



The graph above demonstrates that, although the Tempe Police Department represented 31% of the City's workforce, they represented nearly 42% of the focus group participants. Additionally, Public Works comprises 21% of the City's workforce, but represented approximately 10% of the focus group participants. The third largest entity in the City's workforce is the Fire Department, and while they represent almost 10% of the City's workforce, 3% of this department participated in the survey. With the exception of the City Attorney's Office, every department in the city were represented in the focus groups.

Focus Group Participants introduced themselves in each session by stating their first name only and how long they had been working for the City. The chart below captures those years of service:



Based on work experience, focus group participants were well represented with 57% of participants having one to ten years of service in the City and 43% having more than 10 years of service.

Focus Group Discussion Questions

After assistance and feedback from the City Attorney's Office, the Task Force developed a total of 5 focus group questions (See Appendix E). As the facilitator asked the question each participant was offered the opportunity to answer it. Participants were also given the opportunity to comment on these answers or interject their thoughts. Each session lasted 90 minutes. The questions were as follows:

1. What does multiculturalism mean to you? What do you believe are the multicultural issues in our department or in the city?
2. In what areas has the City of Tempe been successful in addressing multicultural issues? In what ways has the City of Tempe been unsuccessful in addressing multicultural issues?

3. Are you aware of HR, the City Manager, the City Attorney and the Diversity Office as “Safe Havens” to resolve conflict? Would you use them? Why or why not?
4. Is your job classification adequately addressed in your branch of the 5-Sided Partnership? Why or why not?
5. Do you feel that you are being treated fairly and respectfully within your department? What about other employees in your work group? Why or why not?

OBSERVATIONS

It took several meetings to review the data gathered through the focus groups and organize the observations to present in this report. The Task Force did not attempt to define multicultural or make any advance conclusions or hypotheses in order to remain objective and unbiased while sorting through the data.⁵

1. What does multiculturalism mean to you? What do you believe are the multicultural issues in our department or in the city?

In defining multiculturalism, respondents described it as:

- The characteristics that distinguish one from another.
- The environment in which one was raised that is different from someone else.
- The cultural differences that sets one individual department within the city apart from another.
- The variety of services and products offered to the citizens and residents of the community.
- The sexual preferences of an individual.
- The differences in an individual's personality.
- Employment status (full time versus part time or temporary, sworn versus civilian).

Other participants described multiculturalism as inclusion of different kinds of people, acceptance of different cultures, and respect of differences.

In describing multicultural issues within individual departments or the city, respondents cited a number of challenges. Among them are:

- Preferential treatment based on gender or sexual orientation.
- Challenge of interacting or providing services to citizens or residents from a different culture.
- Challenge of hiring the right person for the job while valuing diversity.
- Inclusiveness and respect for everyone.
- The good old boy network is still present in the city.
- Attrition and retention of a diverse workforce.
- Preferential treatment based on employment status (example: sworn versus civilian status in the police department, full-time versus part-time employees).
- Glass ceiling in the Police Department for heterosexual women and homosexual men.

⁵ It must be acknowledged that observations, or findings, of research are inevitably influenced to some extent by biases and values of the researcher. Therefore, the Task Force cannot state that the observations presented in this report are 100% free of bias.

Among the 60 participants in the focus group, there were 13 comments that indicated multicultural issues within their department, 23 comments that indicated multicultural issues within the work force in the city, and 13 comments that indicated multicultural issues in both their department and within the City's workforce. However, based on total comments (48 out of 84), over half of the participants indicated that they were not aware of any issues within the department or within the city's work force. Additionally there were comments indicating departments now showed greater acceptance of diversity, and less of a "glass ceiling" for female employees. Finally, there were positive comments about MST training being provided through the Tempe Learning Center.

2. In what ways has the City of Tempe been successful in addressing multicultural issues? In what way has the City of Tempe been unsuccessful in addressing multicultural issues?

In terms of how the City of Tempe has been successful in addressing multicultural issues, comments by respondents included:

- The city has been successful through the establishment of safe havens, MST training, the 5-sided partnership, educational opportunities through tuition reimbursement, bilingual pay and organizational task forces.
- The City is making strides with communicating with a diverse community and in providing resources that are helpful to such a community.
- Tempe has been a pioneer in diversity related events such as MLK day, and the Tardeada.
- Human Resources has improved its hiring practices. For example, there are now employee forums as part of the recruitment process.
- An increase in volunteer programs has made the city successful.
- The City is trying to address multicultural issues through education, focus groups and holding managers accountable.
- The City is trying to create a diverse work force.
- The establishment of a Diversity Office has made the city successful.
- The City's policy of looking to promote from within provides opportunities for employees to move around within the City.

In terms of how the City of Tempe has been unsuccessful in addressing multicultural issues, comments by respondents included:

- The good old boy network is still alive in the workplace. Despite employee forums management still chooses who they want to promote.
- There are two standards within the police department, full time versus part time, sworn versus civilian.
- The City overreacts, overcompensates or has gone overboard on trying to address multicultural issues.
- The Human Resources Departments could do more to attract a more diverse work force. Promotions from within hinder this effort.
- The City's diversity policy is not always inclusive. For example, the City created a Women's Task Force but not one for men.

- There are departments that have very few men or there is a glass ceiling for women getting promoted.

Of the 95 recorded comments from participants, a total of 46 indicated that the city has been successful in dealing with multicultural issues, 23 comments were negative about the city's attempts to address this issue and 26 comments were mixed.

3. Are you aware of HR, the City Manager, the City Attorney and the Diversity Office as “Safe Havens” to resolve conflict? Would you use them? Why or why not?

In responding to questions regarding employee awareness of safe havens, respondent's comments indicated the following:

- Awareness of Human Resources as a safe haven: 75 positive comments
- Awareness of City Manager as a safe haven: 67 positive comments
- Awareness of City Attorney as a safe haven: 60 positive comments
- Awareness of Diversity Office as a safe haven: 74 positive comments

When asked if respondents would consider using a safe haven, comments included the following:

- Would consider using Human Resources as a safe haven: 44 positive comments
- Would consider using City Attorney as a safe haven: 21 positive comments
- Would consider using City Manager as a safe haven: 27 positive comments
- Would consider using Diversity Office as a safe haven: 58 positive comments

Seven respondents indicated that they would not use Human Resources as a safe haven. There were 8 comments from respondents that indicated that they would rely on the chain of command; the safe haven is appropriate for employees outside of the police department.

There were 6 comments from respondents indicating that they feel “safe” in a safe haven because it is anonymous, there is no retribution and it works.

Those respondents who indicated that they would not use a safe haven indicated that:

- Employees are afraid of retaliation and mistrust safe havens.
- The City Manager is in the wrong position to be providing a safe haven.
- The City Attorneys Office is for legal advice.
- There were 8 comments indicating that employees would not use Human Resources as a safe haven because of:
 - A previous negative experience.
 - The difficulty in being able to contact a “real” person.
 - HR is not helpful resulting in employees losing faith in them.

4. Is your job classification adequately addressed in your branch of the 5-sided partnership? Why or why not?

(It should be noted that focus groups were conducted before the creation of a union in the City of Tempe's Public Works Department.) Of the respondent's comments, there were:

- 72 indicating that their job was adequately represented by the 5-sided partnership.
- 4 comments indicating their job was not adequately represented
- 14 comments indicating that they did not know if they were adequately represented or not.

Of those respondents who believed that they were adequately represented by the 5-sided partnership, comments included:

- The 5-sided partnership works to benefit of City Of Tempe employees at all levels including middle management.
- Issues are identified and resolved.
- The 5-sided partnership gives employees a chance to voice opinions and provide input.

Of those respondents who believed that they were not adequately represented by the 5-sided partnership, comments included:

- Unions have more leverage and get more attention.
- The 5-sided partnership does not support at-will positions.
- Human Resources have no representation because of a conflict of interest.

It should be noted that while there were a number of negative comments directed towards Human Resources, respondents were quick to acknowledge that many of the negative experiences with Human Resources occurred before it was reorganized in early 2003.

**5. Do you feel that you are being treated fairly and respectfully within your department?
What about other employees in your work group? Why or why not?**

It should be noted that due to time constraints, question 5 was not asked in all of the focus groups. The following responses are based on comments from 35 respondents from 3 of the 5 focus groups:

- Of those respondents interviewed, 26 answered yes when asked if they were being treated fairly and respectfully in their department.
- 9 respondents did not directly answer the question.
- No respondents directly answered that they were being treated unfairly.

When asked about others being treated unfairly, respondents indicated that:

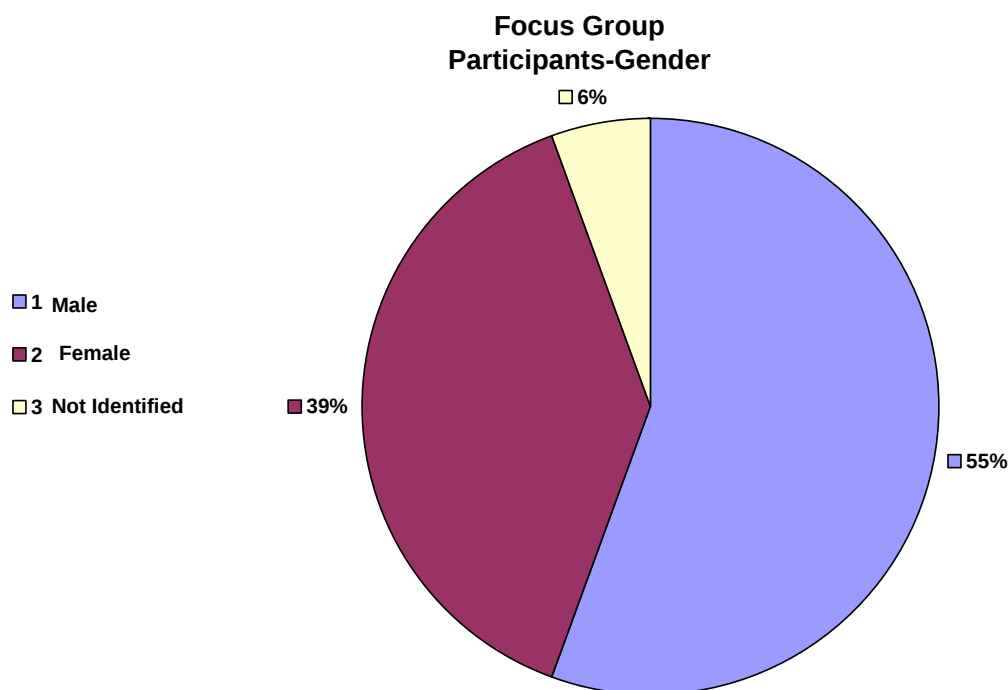
- The good old boy network is obvious between sworn and civilian employees.
- There is no longer a family atmosphere; chain of command is stressed more.
- There is a lack of respect for one another.

- There is low employee morale.
- Temporary employees get locked out of employment opportunities.

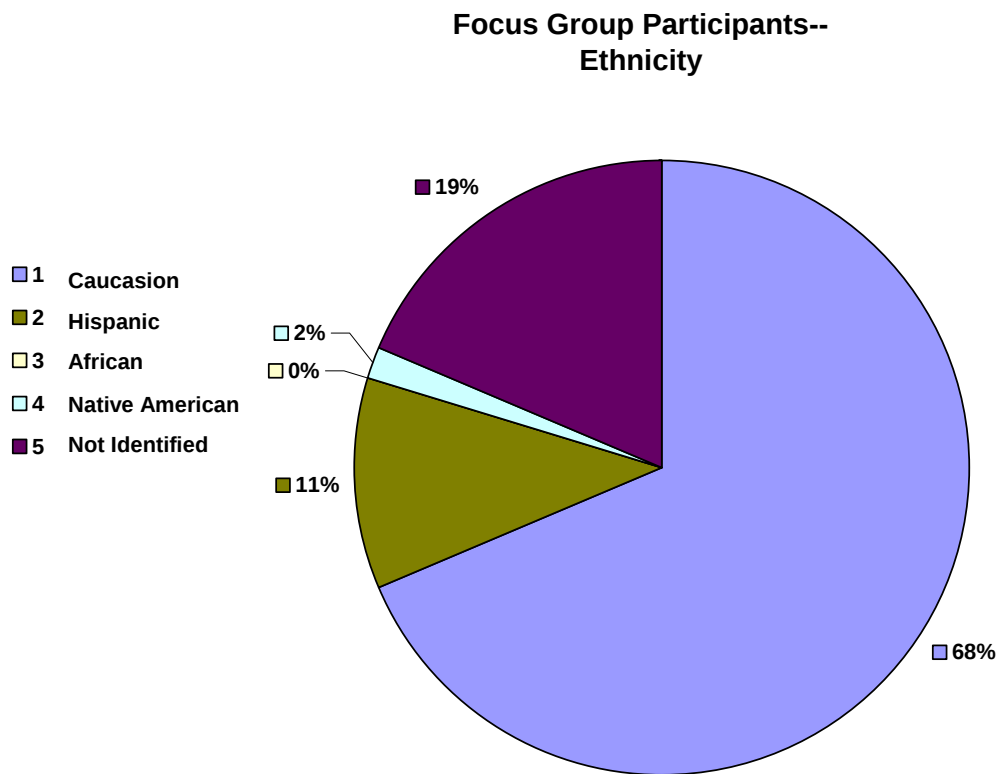
It should be noted that the majority of employee complaints / concerns were directed towards police management.

Statistics from Exit Surveys of Focus Group Participants

The Task Force solicited feedback from focus group participants on the process of participating in a focus group by means of an exit survey (See Appendix F). The Task Force attempted to determine how comfortable employees were with providing opinions and views on the city's diversity initiatives. They also attempted, through the exit survey, to gather demographic data on the participants. Although this questionnaire was optional, the Task Force discovered that most were willing to provide information about gender, age, ethnicity, disability and sexual orientation. The graphs below show the gender and ethnicity of the focus group participants (See Graphs 1 through 8 in the Graphs Section for additional information):



Based on gender, 55% of the focus group participants identified themselves as being male and 39% female. 6% of focus group participants either chose not to fill out the demographic survey or left this section blank.



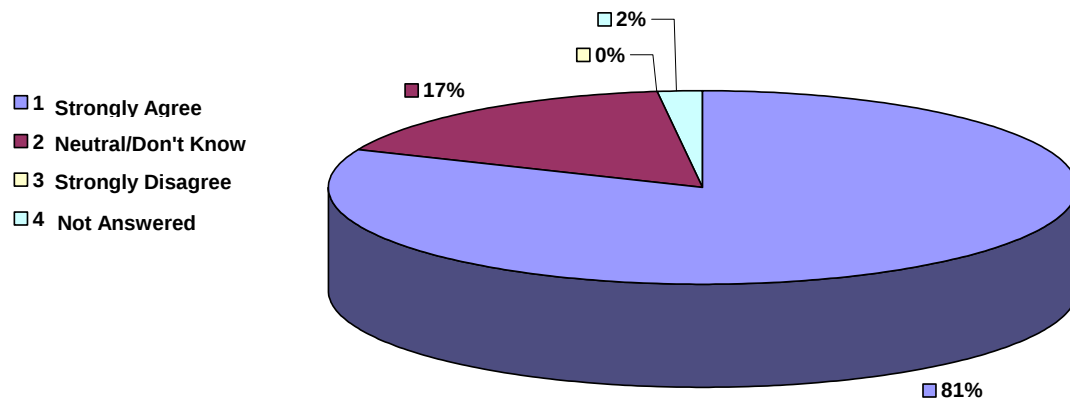
We see above that 68% of the focus group participants identified themselves as being Caucasian. According to the 2003 Workforce Diversity Report, 73.96% of the City's workforce identified themselves as being "white". 19% of the focus group participants identified themselves as being Hispanic. This is consistent with the 19.19% identified as being Hispanic in the workforce report. While the Diversity report identified 3.3% of the City's workforce as being African American, there was no African American representation in the focus groups.

Within the exit survey, focus group participants were also asked to response *strongly agree*, *neutral/don't know*, or *strongly disagree* to the following statements:

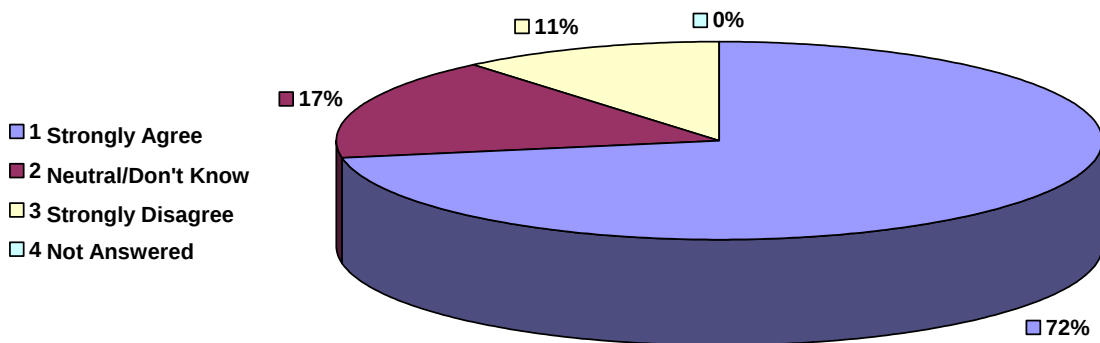
1. My overall experience with this focus group was positive
2. I felt comfortable discussing my viewpoints, opinions, and ideas.
3. I wish I had more time to discuss some of the topics.

The graphs below compile the responses received for each statement:

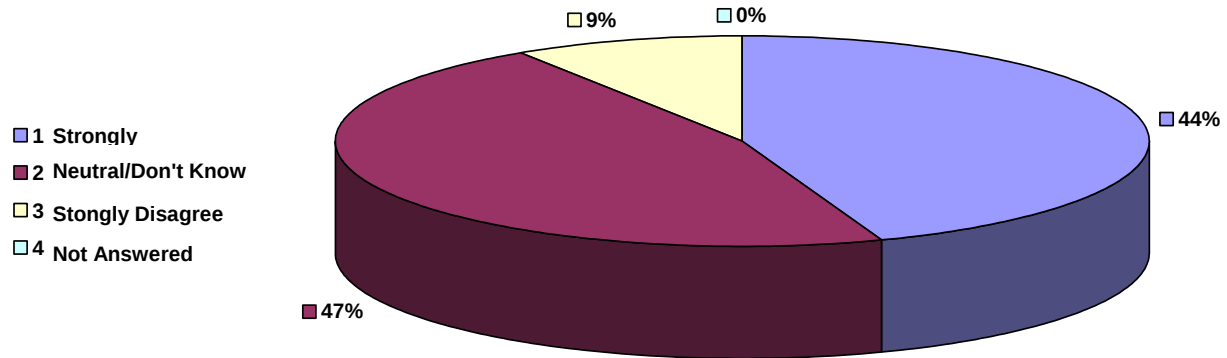
Statement 1: My overall experience with this focus group was positive.



Statement 2: I felt comfortable discussing my viewpoints, opinions, and ideas.



Statement 3: I wish I had more time to discuss some of the topics.



Seventy-two percent (72%) of those who participated in the focus groups felt comfortable discussing their opinions. Each session lasted 90 minutes, but 44% of those who participated wished that there was more time to discuss some of the topics. Furthermore, 81% of the participants felt that their experiences with the process of being a participant in a focus group were overall positive.

CONCLUSIONS

ACCOMPLISHMENTS

In order for the task force to reach its conclusions and establish formal recommendations, Task Force members closely evaluated comments from focus group members and looked at trends in responses. It was clear that the vast majority of the focus group participants are satisfied with their jobs. For the purpose of the mission of the Task Force, focus group respondents were overwhelmingly supportive of the efforts that the City has made in addressing multicultural issues. The Task Force believes that the City of Tempe should be applauded for taking the following steps to help embrace diversity and address multicultural issues:

- The Task Force believes that MST is considered a positive training opportunity for selected employees.
- Employees overall use Safe Havens without concerns of retribution.
- The resources earmarked for diversity-related events such as, MLK Day, Tempe Tardeada and Who's Your Neighbor? show the City's commitment to diversity.
- Employee hiring process including forums, panels etc demonstrates that the City values employee input.
- The 5-Sided Partnership, which offers representation for all members of the workforce, is another example that demonstrates the City's interest in receiving feedback on important issues.
- Tuition Reimbursement and Educational Partnerships designed to assist employees to enhance their expertise and expand their "marketability" within the City of Tempe. This demonstrates the City's interest in addressing the perception of the Good Old Boy network.
- Creation of the Diversity Office demonstrates the City's commitment in promoting a fair and equitable environment for all employees.
- Creation of the Multicultural Task Force demonstrates the City's desire to identify and address multicultural issues within the workforce. Employee focus groups and forum give employees an opportunity to voice concerns and offer solutions.
- The City provides services that reflect the diversity and multicultural identity of the community to both the City's workforce as well as the residents of Tempe. Examples of this would include bilingual pay and hiring of court interpreters.
- The Task Force believes that overall, employees feel they are being treated fairly.

CHALLENGES

The Task Force identified the following areas in which a significant number of focus group participants felt there was need for improvement. These include the following:

1. 'Multicultural issues' lacked definition or meaning from the City's perspective. Participants had difficulty getting "their arms" around the issue.
2. Similarly, there is an overall lack of understanding of the City's expectations regarding multicultural, and thus, multicultural issues.
3. The City's internal recruitment process works against increasing a diverse workforce.

4. Despite the efforts of the City, the belief and perception is that the Good Old Boy Network still exists. Although the observations showed this perception to be throughout the City, it was most prevalent with the Tempe Police Department's promotional and special assignment testing practices.
5. There are two standards within the Police Department between sworn and civilian personnel.
6. There is a lack of departmental and interdepartmental communication at all levels. Information is not consistently disseminated to staff; from the top down and from the bottom up.
7. There is a lack of management accountability to communicate change. This challenge transcends the entire management structure, from department heads to line supervisors.
8. "At Will" positions are not consistently represented within the 5-sided partnership throughout the City.
9. While some focus group participants recognize that the City's Human Resources Department has made positive changes, there is still a strong perception that it is not a safe environment for employee concerns and that Human Resources staff are often unavailable.

RECOMMENDATIONS

Based on all accumulated feedback, the Task Force recommends the following practical steps that can be taken by City management to enhance multicultural sensitivity to the City's workforce:

1. Revisit the City of Tempe Mission Statement to incorporate diversity/multicultural issues. Every employee should be able to determine based on this statement what diversity/multicultural means to the city and then incorporate that value in the workplace.
2. Due to the perception of the Good Old Boy Network in the Police Department, an evaluation should take place to ensure that the promotional processes (including the assignment to special projects) are fair, consistent and equitable.
3. Continue MST training and make it mandatory for all staff not just management. Future MST classes should include clear definitions of the City's values and hold all employees accountable for meeting the expectations.
4. Develop more intense MST and Team Building for Police Department, both sworn and civilian and including all levels.
5. The City Manager and HR should re-think the 'promote from within' policy in order to intensify efforts to hire a more diverse workforce. As Will Manley mentioned in his February 7, 2005 Weekly Staff Update, "With diversity comes strength. It's a basic law of biology that a species is strengthened with a diverse gene pool. By the same token, organizations are strengthened with different points of view. If we all thought alike and we all had similar backgrounds we would have fewer perspectives to consider in resolving any one issue." External candidates will usually bring in fresh ideas and different points of view. The longer you have been with the City, the more "the Tempe way" becomes part of your personal point of view—irrelevant of background. It's more difficult to see things "outside the box." To that end, when appropriate efforts should be made to promote diversity through external hiring.
6. "PR for HR". While some focus group participants recognize that the City's Human Resources Department has made positive changes, there is still a strong perception that it is not a safe environment for employee concerns and that Human Resources staff are often unavailable. It is recommended that Human Resources continue their public relations efforts and consideration be given for a serious evaluation of the department's staffing issues. Are they fully equipped to carry out its objectives, including the recommendations made in this report?
7. Increase accountability for all levels of management to communicate and effect change.
8. The City should continue to hold focus groups with employees to gauge and measure the City of Tempe's progress in addressing diversity issues. The Task Force was extremely pleased with the amount of employees who willingly participated in the focus groups and felt

comfortable voicing their concerns. It is obvious that employees want to be heard and will readily accept those opportunities.

9. Better define the role of “At-will” employees within the now 6 Sided Partnership.

Appendices

Employee Task Group On Multicultural Issues Program - One Year Appointment

OPENING DATE: October 27, 2003

CLOSING DATE: November 10, 2003

Purpose / Initiative

An Employee Group on Multicultural issues will convene to identify specific needs of multicultural employees in the City of Tempe workforce as recommended in the Diversity Audit:

“Develop employee task force groups to study feasible additions and modifications to work-life balance initiatives with an emphasis on diversity enhancement.”

This volunteer group will consist of nine individuals from the organization. Each of the Five Sided Partnership groups will appoint a representative to sit on this task force. The remaining four slots are open to full time or regular benefited employees in the organization who can bring to the group different multicultural experiences. This is a great opportunity for diverse employees of our organization to share their views and experiences and to make recommendations for continued success. The purpose is not to promote a division among our employees, but rather to identify in more detail the needs, areas of opportunity and challenges faced by our diverse work force. It is the goal of the Diversity Steering Committee to gain a greater understanding of the needs of all City of Tempe employees.

Criteria

- Must be an employee in the City of Tempe organization who can bring a multicultural experience to the group.
- Full Time or Regular Benefited Employees.
- All levels of the organization encouraged to apply.
- Solution Focused Thinking.

Commitment

- The intent is for the group to meet once a month during normal business hours. Members will receive release time up to six hours each month in order to attend meetings and engage in other membership activities and responsibilities.
- The volunteer group will not receive compensation.
- Time and dates to be determined at the commencement of the group.
- The chair of the committee will be elected by the body of the whole.
- The chair will attend a Quarterly Diversity Steering Committee Meeting.
- Members may be called upon to work on other responsibilities associated with the multicultural committee.

Application Process

Submit a 1-2 page written or typed statement describing your reasons for wanting to be selected and your potential contributions to this committee. Please include any life or work experiences applicable to the purpose of this group. No Application form is required.

Turn in your completed essay to Rosa Inchausti, Diversity Manager, Diversity Office, Second Floor City Hall Building. Please refer any questions to Rosa Inchausti at x8999.

After review of the essays, a panel comprised of the Diversity Steering Committee members will then interview potential candidates best suited to the needs of the group.



City Manager

July 15, 2004

Dear City of Tempe Employee,

Congratulations. You have been randomly selected to participate in a 90 minute focus group to discuss multicultural issues with City of Tempe employees.

Approximately 6 months ago an employee task force was formed to identify multicultural issues within the City of Tempe workforce. The goal of this committee is to maintain and strengthen the City's position to hire, retain and promote with inclusiveness and fairness, in order to build a workforce that reflects the diversity of the community in which we serve. The multicultural committee would like to meet with city staff to get a "report card" on what the city is doing well and where we need to improve in this area. We will discuss topics such as the 5 sided partnerships, your department's diversity action plan and the city's approach toward transfers and promotions. You may contact committee chairperson Christy Slover if you would like more specific information on the focus groups.

All employee comments will be confidential and if possible, your supervisor will attempt to accommodate you so that you may attend one of the focus groups. Additionally, as a way of saying thank you there will be food and beverages available for participants. Please select one of the focus groups listed below and RSVP your availability to Raquel Romero at 350-8485 no later than **Tuesday, August 11th**.

Focus Groups Dates/ Times and Locations

August 18, 2004- 8:30 AM, Westside Center, 715 W. 5th Street
August 18, 2004 - 7:00 PM, Westside Center, 715 W. 5th Street
September 8, 2004- 3:00 PM, Courts Building, 140 E 5th Street, 3rd Fl. Conference room
September 16th, 2004 -11 AM, TLC Classroom, Library Lower Level
October 5, 2004 5:30 AM, Field Services, 55 S. Priest
October 5, 2004- Noon, Courts Building, 140 E. 5th Street, 3rd Floor Conference Room

Your participation in these focus groups will do a great deal to help the Multicultural Committee fulfill its mission. Your assistance is greatly appreciated.

Sincerely,

Will Manley
City Manager

From: Slover, Christy
Sent: Friday, September 03, 2004 10:49 AM
To:
Cc:
Subject: Multicultural Focus Group Meeting Reminder

Hello everyone,

Thank you for agreeing to participate in the Multicultural Task Force Focus Group. You have been scheduled for the session that will be held on *Wednesday, September 8th at 3:00 PM in the Police/Courts Building, 3rd Floor Conference Room.*

There will be a total of six focus group sessions in order to gather as much information as possible. The structure of the group will consist of one facilitator and two note takers from our Task Force and up to 15 participants. There will be a confidentiality agreement for you to sign when you arrive, as we want to assure that participants will keep everything confidential. The session will be tape recorded to assure that we capture your comments accurately. No names will be associated with those comments or the presentation of the final data and all tapes will be destroyed. **If are not able to attend this session, please contact me at x8450 as soon as possible.**

We will have refreshments available for you to enjoy as well.

Please arrive promptly so that the session can begin on time.

We look forward to your ideas and input on multicultural issues.

Christy Slover

Court Services Supervisor

Tempe Municipal Court

480-350-8450

christy_slover@tempe.gov

Confidentiality Agreement

Multicultural Task Force



The purpose of this focus group is to get candid employee feedback on the City's efforts to hire, retain and promote with inclusiveness and fairness in order to build a workforce that reflects the diversity of the community in which we serve.

The City representative(s) facilitating the focus groups will inquire as to a participant's input and/or knowledge of the aforementioned issues. In order to ensure that all focus groups are forthright, honest and complete in their input, it is imperative that each participant treat all focus group discussions and input, whether individual or group discussions and whether electronic, written or verbal in nature, as confidential. The participant understand and consents to the Multicultural Task Force releasing a summary report at the conclusion of its efforts, which report will include general summarized feedback without connecting individual participants to such input.¹

My signature certifies that I have read and understand all statements made on this form and agree to abide by the confidentiality obligations set forth in this form.

Employee's Name (*Please Print*)

Employee's Signature/Date

¹ The City reserves the right to divulge additional information or to require participants to release additional information to the City for limited official purposes, including but not limited to, investigative purposes.

Multicultural Task Force
Employee Focus Group Interview Questions

1. What does multicultural mean to you?
What do you believe are the multicultural issues in your department or in the city?

2. In what areas has the City of Tempe been successful in addressing multicultural issues?
In what areas has the City of Tempe been unsuccessful in addressing multicultural issues?

3. Are you aware of HR, the City Manager, the City Attorney, and the Diversity Office as ‘Safe Havens’ to resolve conflict? Would you use them? Why or why not?

4. Is your job classification adequately represented in your branch of the 5-Sided Partnership?
Why or why not?

5. Do you feel that you are treated respectfully and fairly in your department (i.e. special assignments, promotion, transfers, etc)? What about other employees in your workgroup?
Why or why not?

Thank you for participating in our focus group. Your responses will be kept confidential and will only be used to determine multicultural issues, if any, in the organization.

Multicultural Task Force
Employee Focus Group Evaluation Survey

Focus Group Session (Check One)

- ☐ August 18th 8:30am ☐ August 18th 7:00pm ☐ September 8th 3:00pm
☐ September 16th 11:00am ☐ October 5th 5:30am ☐ October 5th 12:00pm

Please mark the following questions: 3 = strongly agree; 2=neutral/don't know; or 1 = strongly disagree.

	Strongly Agree	Neutral/ Don't know	Strongly Disagree
1. My overall experience with this focus group was positive.	3	2	1
2. I felt comfortable discussing my viewpoints, opinions, and ideas.	3	2	1
3. I wish I had more time to discuss some of the topics.	3	2	1

The following **optional** information will help us demonstrate that the data compiled through the focus groups represents the views of Tempe's **diverse** workforce and will only be used in conjunction with the report:

Gender ☐ Male ☐ Female

Age ☐ 18-30 ☐ 31-50 ☐ 51+

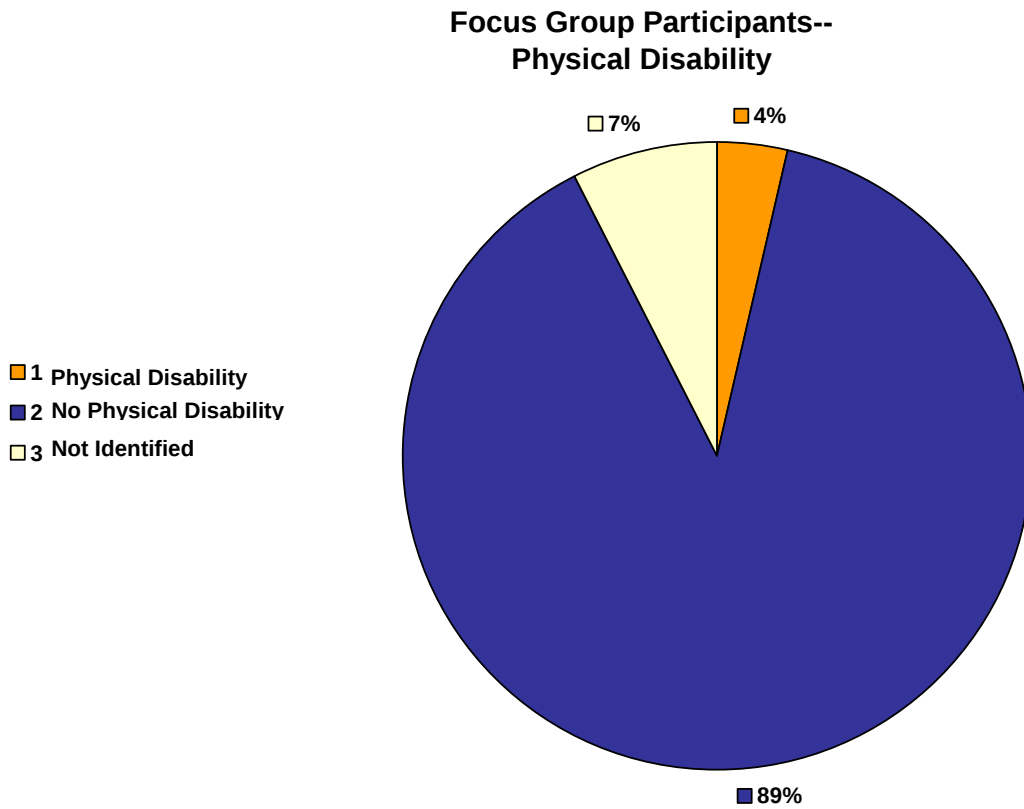
Ethnicity _____

Sexual Orientation ☐ Heterosexual ☐ Gay ☐ Lesbian ☐ Bisexual ☐ Transgender

Do you have a physical disability? ☐ Yes ☐ No

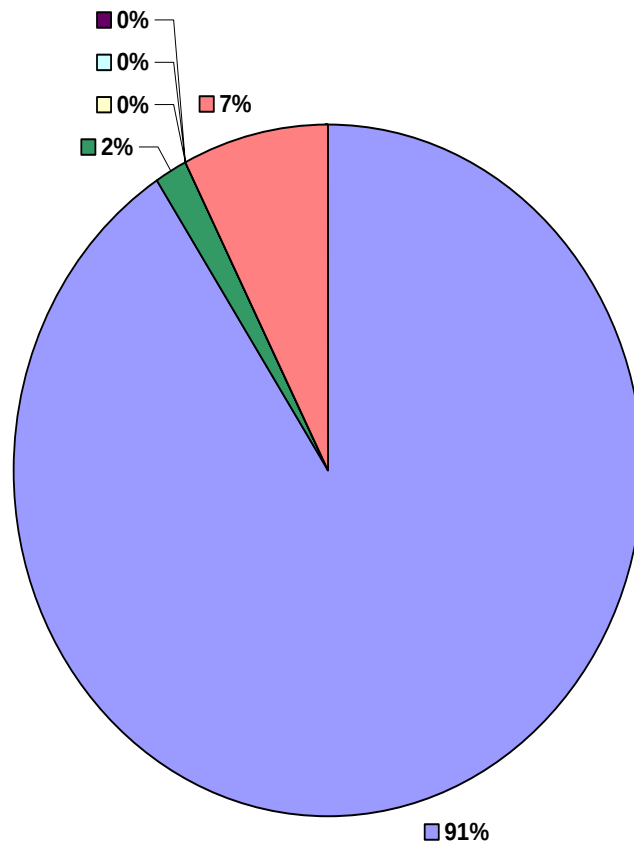
Additional Comments: _____

GRAPHS

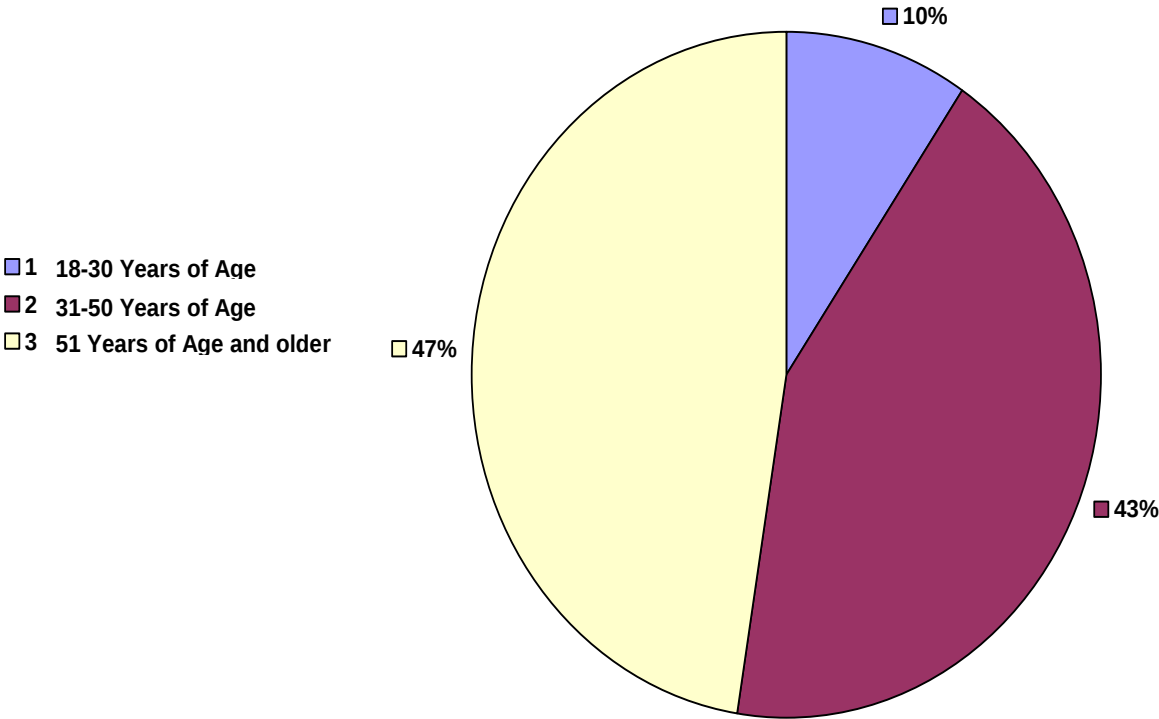


**Focus Group
Participants--Sexual
Orientation**

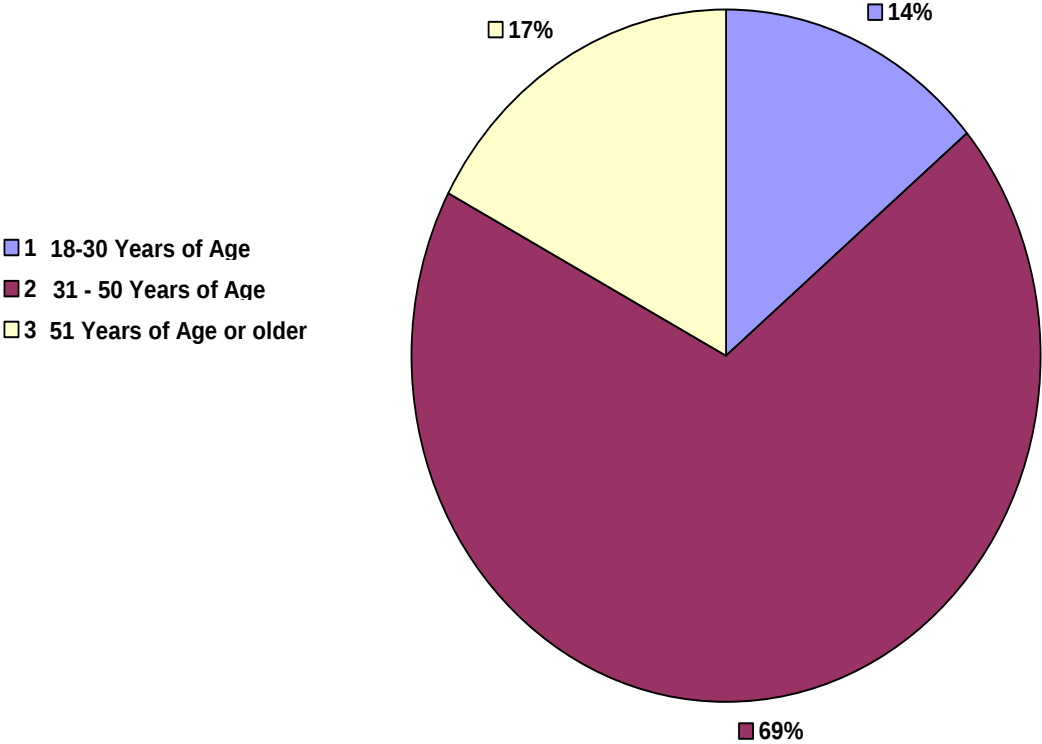
- 1 Heterosexual
- 2 Gay
- 3 Lesbian
- 4 Bisexual
- 5 Transgender
- 6 Not Identified



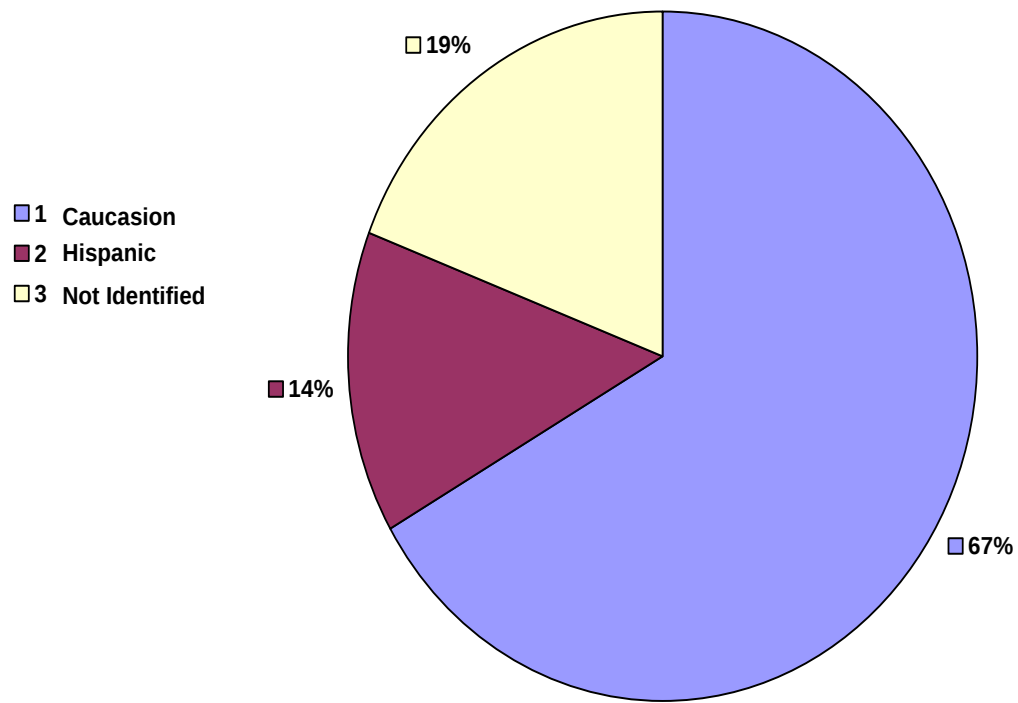
Focus Group Participants--
Female / Age



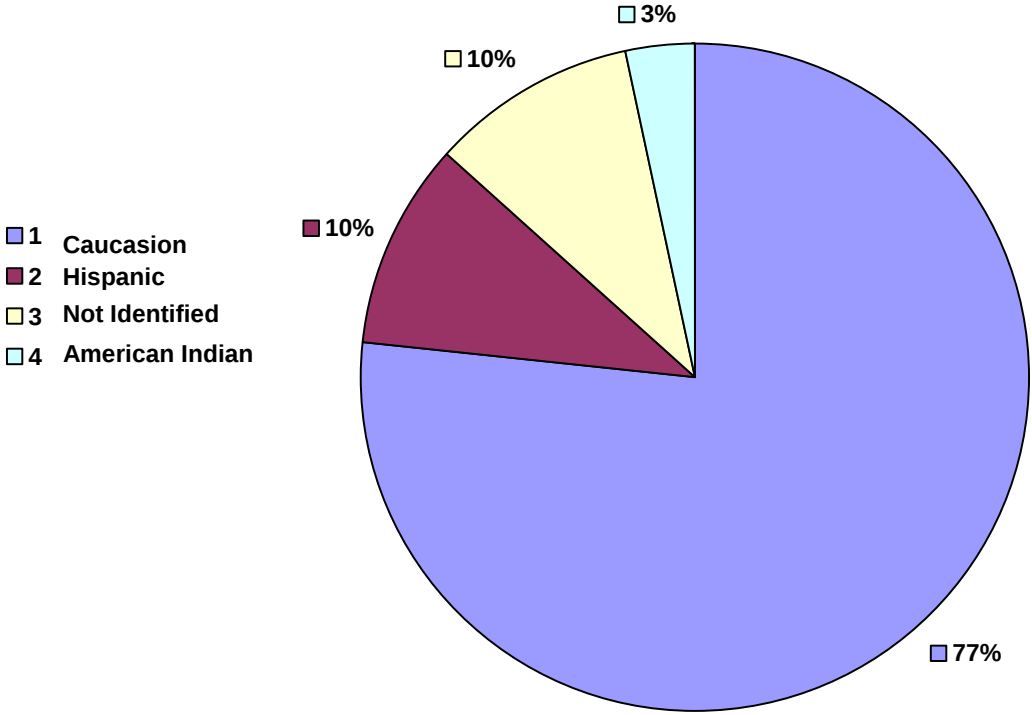
**Focus Group Participants-
Male / Age**



**Focus Group Participants--
Female Ethnicity**

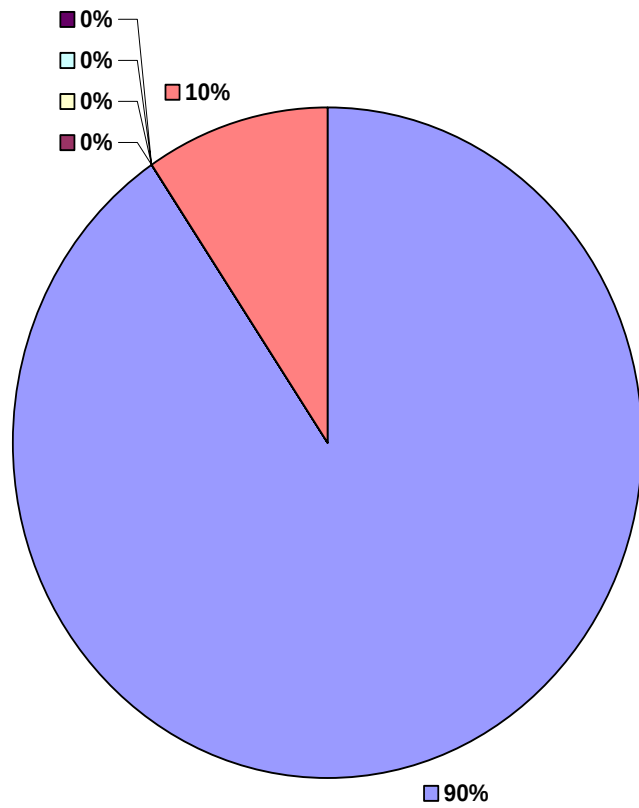


**Focus Group Participants--
Male / Ethnicity**



**Focus Group Participants
-Female Sexual
Orientation**

- 1 Heterosexual
- 2 Gay
- 3 Lesbian
- 4 Bisexual
- 5 Transgender
- 6 Not Identified



**Focus Group
Participants--Male /
Sexual Orientation**

