

Women's Task Force Report

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The mission:
To develop a workplace
that provides fair and
equal opportunities for
women to achieve success

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Background

THE DIVERSITY AUDIT

The City of Tempe underwent a year-long employee workforce audit between 2001 and 2002 for the purpose of identifying and understanding the existing personnel issues within the city organization. The City contracted with the consulting firm of Jamieson and Gutierrez, Inc. to conduct an organization-wide diversity audit.

An extensive survey of 1,171 city employees was conducted from November 15, 2001 to February 28, 2002. Both telephone and mail data collection methodologies were used. In addition, 13 one-on-one, in-depth interviews were conducted with workplace leaders: department heads, employee leaders (unions, TEC) and the Human Relations Commission. Building on the findings from the executive interviews, five targeted focus groups were conducted with employees:

- 1) non-management Fire employees
- 2) non-management Police employees
- 3) two groups of non-management, non-public safety employees
- 4) direct supervisors/middle managers.

In August 2002, Jamieson and Gutierrez presented their findings to the Tempe City Council. A presentation of a proposed diversity action plan was made by Jamieson and Gutierrez to the Tempe City Council on December 12, 2002.

Several of the findings of the diversity audit impacted women employees. The diversity audit identified the presence within the city organization of what was called a "Good Old Boy Network," referring to a system where individuals are promoted or receive favoritism in the workplace. This network is the cause of structural inequality as it relates to career advancement. Related to this inequity is the "glass ceiling" effect that creates artificial barriers to promotion among diverse groups such as women and minorities. According to the audit report, a principal way to eliminate these organizational issues is to ensure that equitable hiring, promotion and career development processes are in place.

In addition, the audit found that diverse groups, particularly women and minorities, are often excluded from mainstream organizational operations. They are outside the traditional circle of power and influence. The report concluded that an inclusive workplace, where all employees fully contribute and participate in daily operations and in all levels of the organization, is essential.

According to Jamieson and Gutierrez,

"An inclusive process needs to be in place to identify and resolve issues and to ensure accountability...Employees at all levels have responsibility and must own the change as well. Effective change requires ongoing collaboration between all levels and parts of the organization."

The Diversity Office and Steering Committee were formed by the City to address the findings of the audit. The Diversity Office is responsible for providing a safe haven for employees with diversity related concerns. This office also oversees the diversity initiatives of the City by implementing an action plan in cooperation with the Diversity Steering Committee. The vision of the Diversity Office states in part that, "A continued effort of education and training 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 Steering Committee is made up of representatives of the Six-Sided Partnership, the Diversity Manager, the City Manager, a representative of the City Attorney's office, the Human Resources Manager, the Finance Department Manager, the Tempe Training Manager, and a Public Works Management representative.

THE WOMEN'S TASK FORCE

Jamieson and Gutierrez recommended that the City convene a task force to study women's issues. According to their report, "gender was the number one workplace diversity issue identified in the audit. The best practices research suggests that forming a women's task force to study issues and make recommendations is one of the most effective ways of making improvements."

The Diversity Office and Steering Committee convened the Women's Task Force to "identify specific needs of women in the City of Tempe workforce." The task force was to consist of nine employees representing the Five-Sided Partnership (prior to the formation of the Public Works Union) and four at-large slots filled by employees who were selected by the Diversity Steering Committee.

The following task force members were selected by December 2003:

Amy Douglass, Tempe Supervisory Council, Community Services/Cultural Services
Andrea Glass/Lisa Stark, IA Fire Fighters
Peggy Goldberg, at large, Community Services/Social Services
Shelley Hearn, at large, Community Relations/Graphic Design
Lisa Kleinpeter, at large, Community Services/Social Services
Carol Martsch, Tempe Employee Council, Public Works/Engineering
Laurie McMahon, Tempe Officers Association
Cecilia Velasco-Robles, Management Team, Financial Services
Ramon Saiz, at large, Public Works/Sanitation.

The women's task force was given a year to identify the needs, areas of opportunity and challenges faced by women in the work force. A report was to be made to the Diversity Steering Committee on a quarterly basis by the task force chair. During the first meeting on January 13, 2004 the task force members selected Shelley Hearn as chair and Cecilia Velasco-Robles as vice chair. The task force developed a mission statement and goals at the February 10, 2004 meeting.

The mission of the Women's Task Force was to develop a workplace that provides fair and equal opportunities for women to achieve success. Three major goals were identified:

1. To identify the needs and challenges faced by women in the workplace, and the opportunities for success.
2. To research and assess solutions to address the needs and challenges faced by women in the workforce, and to promote the opportunities for success.
3. To make recommendations concerning the most feasible and effective solutions to address the needs and challenges faced by women in the workforce, and to promote the opportunities for success.

Research

Goal 1 *To identify the needs and challenges faced by women in the workplace, and the opportunities for success.*

The task force decided to conduct focus groups with women employees to address the first goal of identifying needs, challenges and opportunities for success. Four focus groups made up of approximately 12 participants were put together. It was the opinion of the task force that 12 would be an ideal number since it would provide the opportunity to hear varying perspectives and points of view without making the group too large for informal discussion.

Participants were randomly selected from the population of City of Tempe women employees. Great care was taken to ensure that supervisors and direct reports were not in the same focus group. A total of 57 women employees were selected for participation in the focus groups. Employees who were selected through the randomized process were contacted via email and asked if they would be willing to participate in a focus group. If an employee opted not to participate, another employee was randomly selected and contacted.

Initially it was decided that department managers and deputy managers would be excluded from the sampled population. The task force was of the opinion that the presence of upper management in the focus groups would adversely affect the candor of the discussions by non-management participants. However, the task force received input from several individuals that expressed concerns about excluding upper management from the fact-finding process. As a result, a fifth focus group was added that was composed of all the women department managers and deputy managers that were able to attend. Because of the small number of women managers, the whole group was invited to participate.

The task force developed five questions that served as the basis for the discussions in the focus group (see Appendix A). The questions addressed the issues identified through the diversity audit and research into both public and private organizations conducted by task force members.

The focus groups were conducted on July 20 and 27, August 3 and 10, and September 21, 2004. They were offered in several locations at the start of the day to make participation as convenient as possible. The City Manager gave permission for employees to attend the focus groups during work hours, with supervisor approval.

At the beginning of each focus group, the participants were asked to sign a confidentiality agreement. This agreement was provided by/developed in consultation with the City Attorney's Office. It was emphasized to all the participants that they had a responsibility to keep the focus group discussions strictly confidential to ensure that all participants had the opportunity to provide honest, candid input.

Each focus group had a moderator and at least two note-takers from the Women's Task Force. The focus groups lasted about two hours. The moderators asked the same five questions, in the same order, of all five focus groups. Each participant was given an opportunity to answer each question to ensure that all opinions were voiced. Once everyone had given an answer to a particular question, any additional comments were allowed for a brief period before moving on to the next question.

Each participant's name and years of service were recorded. However, names were not directly linked to the statements made by the participants, as recorded in the notes. A number code was given to each participant to maintain anonymity.

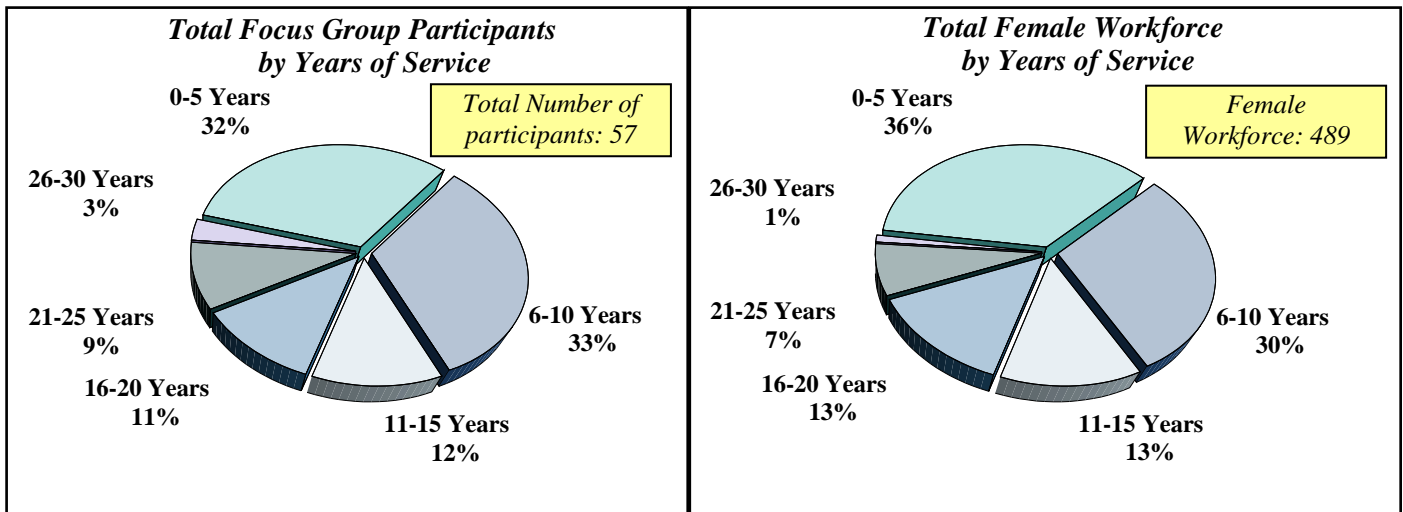
Some of the focus groups were audio taped. However, the poor quality of the tapes and the time needed to transcribe them made the tapes impractical as a primary source for data collection. The data presented in this report were compiled from the written notes. At the conclusion of the focus group, the notes and tapes were kept in a secured location. The tapes were retained in the event that a question arose during the analysis phase concerning any of the statements made by the focus group participants.

A matrix was developed to record the responses to the questions (following page). The various responses to each question were categorized by years of service. This classification was used to determine if the experiences and perceptions of the participants varied according to how many years they had worked for the City of Tempe.

Goal 2 *To research and assess solutions to address the needs and challenges faced by women in the workforce, and to promote the opportunities for success.*

Task force members researched women's issues and best practices in both public and private sector organizations, including businesses, government agencies and government employee unions, to address the second goal. Observations from this research helped the task force to formulate questions for the focus groups as well as recommendations based on the focus group results.

Focus Group Data



Women's Focus Group Matrix							
Question/Category	0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	Average
1. Are you aware of alternate work schedules? (% of group responding <i>yes</i>)	89%	100%	100%	100%	100%	100%	97%
1a. % of group that uses:							
-Flex Time	44%	21%	29%	67%	40%	100%	39%
-Job Share	0%	0%	0%	0%	0%	0%	0%
-Telecommuting	11%	16%	0%	0%	0%	0%	9%
1b. % of group not utilizing alternate work schedules (N/A or no response):	45%	63%	71%	33%	60%	0%	52%
<i>Comments why not using: not compatible w/nature of job; not permitted/not an option for them in that work group/department; Flextime cancelled, taken away due to work constraints; staffing levels, downsizing; In some departments/workgroups flextime, job share and telecommuting are not an option; in some departments/work groups these were available but taken away due to staffing levels,</i>							
2. How can the City assist you to manage work/life responsibilities?							
-Flexibility in Leave	11%	11%	14%	0%	20%	0%	11%
-Flexible Work Schedules	3%	16%	0%	0%	0%	100%	11%
-Childcare	17%	21%	29%	33%	20%	0%	21%
-N/A or no response	69%	52%	57%	67%	60%	0%	57%

Question/Category	0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	Average
2. How can the City assist you to manage work/life responsibilities? (continued)							
<i>Comments: more vacation time; flex time helpful; should have consistent policy on flextime across the city; need networking and problem solving meetings for all employees; leave time is important to relieve stress for all; at will status a detriment to seeking promotions for staff moving up the ranks, only way is through education; would like more graduate programs offered through TLC in the evenings; would be nice to have personal days that are not vacation days</i>							
3a. Are your professional development goals being met? (% of group responding <u>yes</u>)	83%	69%	100%	50%	60%	50%	74%
<i>Comments: lack of ability to attend conferences; would like to use tuition reimbursement/educational dollars for professional conferences; would like to use tuition reimbursement fund to keep certification in place; reimbursement of classes difficult to get back through University of Phoenix</i>							
3b. Are you taking advantage of training opportunities, educational benefits? (% of group responding <u>yes</u>)	72%	69%	72%	50%	40%	50%	65%
<i>Comments: Already have degree; needs to be able to go to conferences and workshops; costs should be reimbursed; training and reimbursement are excellent; no time due to cutbacks; leadership training is important; reimbursement shouldn't only be for degree programs; TLC a tremendous opportunity; has been fully supported by her department to take advantage of educational/training benefits tuition reimbursement could be improved, through city contracting with educational intuitions for lower tuition; has money for training but budget cuts affect me in that there is no money available for airfare or travel to training</i>							
4. As a City employee, have you experienced any discrimination because of gender? (% of group responding <u>yes</u>)	11%	26%	57%	33%	80%	0%	30%
<i>Comments: senses some favoritism of younger women; still there but more subtle; still evident in meetings w/men; has gotten better, most of the issues in the past; denied promotion and ability to make decisions limited, told because she is a woman; discrimination comes more from employees and not administrators themselves, sees more age discrimination; has experienced age discrimination as a female, men didn't believe her answers to questions; informal things that are not part of job description – like who gets assignments or serves on committees and how work is divided up; most due to gender despite all honest efforts can't change people, they find a way to manipulate and put the people they want into positions; no discrimination but sexist behavior (asked to make coffee) out of roomful of men; has felt discriminated against.</i>							

Question/Category	0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	Average
<p>5. Are there any other issues or concerns that specifically affect you as a woman in the workforce that you would like to discuss?</p> <p><i>Comments: Part-time workers don't receive benefits; would like to see more career enrichment opportunities; more promotional opportunities for women; city needs to consider tenure and experience for promotion; city should support flex schedules; employee recognition very important; need networking opportunities among women; wants to use sick leave when it's needed for family issues; wants mentoring program; wants better parking—unsafe from 5th & Farmer; women need to be more supportive of each other; Some women have or do experience age discrimination; In some areas there is discrimination; regarding sexual orientation, would like to see everyone treat others as they would like to be treated; not always valued when a woman speaks, but when a guy says something people listen</i></p>							

Please note that comments are generalized across all of the focus groups and are not to be understood as specific to any one person or group.

Focus Group Findings

The focus group was an effective tool for gathering information. Women seemed to feel comfortable discussing their situations and opinions in this small group setting. The task force recommends that this process be used again in the future when this issue is re-evaluated.

General: Fifty-seven focus group participants represented 12 percent of the city's total female workforce. The focus group sample is approximately evenly divided between those with five years or less of service, participants with six to 10 years of service, and those with 11 to 30 years of service. The majority of respondents (65 percent) had 10 or less years of service. In general, the focus group participants largely mirrored the total female workforce by years of service as shown in the previous pie charts.

Question 1: Most sample participants (97 percent) are aware of alternative work schedules.

Questions 1a: Overall, 39 percent of the participants use flex time, while 100 percent of the women in the 26-30 years of service (three percent of sample) category use flex time and 21 percent in the six to 10 years of service (33 percent of sample) class flex their time. None of the focus group members participate in job share opportunities.

Question 1b: Fifty-two percent of the sample group does not utilize alternative work schedules. Work related constraints (coverage issues, downsizing) were cited as the largest reason.

Question 2: Fifty-seven percent of the respondents either did not respond or felt the City could not assist them in managing work/life responsibilities. However, 21 percent identified child care support as a way in which the City could assist them in managing work/life obligations and 22 percent felt flexibility in work schedules or leave time would be beneficial.

Question 3a: Approximately three of four (74 percent) participants believed their professional development goals were being met, with the 0-15 years of service groups comprising 84 percent of those pursuing professional developmental goals versus 16 – 30 years at 53 percent.

Question 3b: Sixty-five percent of the respondents are taking advantage of training opportunities and educational benefits. The groups with less than 15 years comprise 71 percent of individuals who are taking advantage of training and educational opportunities. Those with 16 – 30 years of service represent a smaller portion of those seeking training and educational opportunities (47 percent).

Question 4: Nearly one of three (30 percent) respondents felt they had experienced a form of gender discrimination. The groups with less than 10 years (18.5 percent) were less exposed to gender discrimination than the 11-25 years of service groups who felt they had experienced more discrimination at 57 percent.

Some of the data was difficult to interpret because the questions were not designed to capture a historical or timing element. As a result, we suggest future study incorporate a sense of timing into the questions to assess when some of the issues such as discrimination took place. All the questions could be elaborated to come up with more detailed information.

It is also recommended that future focus group participants are selected to mirror the workforce demographics of number of female employees based on years of service, age and exempt or non-exempt job status.

Recommendations

Goal 3 *To make recommendations concerning the most feasible and effective solutions to address the needs and challenges faced by women in the workforce, and to promote the opportunities for success.*

The Women's Task Force requests that management seriously consider the following recommendations based on findings from the focus groups and research of best practices in both public and private sector organizations.

DISCRIMINATION

Gender and age discrimination is still an issue for some women, even though there has been improvement. Comments were made by some women in the focus group sessions that indicate that women still experience gender discrimination. It is clear that training

and an understanding of women's issues needs to continue to be addressed through Mandatory Supervisory Training (MST) and any other employee programs that take place at the City.

Of the focus group respondents, one in three felt they had experienced a form of gender discrimination. As shown in the matrix, groups with less than 10 years with the city, (18.5 percent) were less exposed to gender discrimination than women in the 11 – 25 years of service group who experienced more discrimination at 57 percent. Gender issues should continue to be addressed during MST and other appropriate training to educate employees and increase awareness of this issue.

However, no official grievances for gender or age discrimination have been filed through Human Resources or the Diversity Office since the Diversity Audit was conducted. The Diversity Office has responded to a few alleged issues of gender discrimination. The issues were addressed immediately through fact finding and/or a solution based process.

Despite the lack of reported incidents, our focus group study shows that discrimination issues still exist. Through MST training and other classes, employees are being made aware of age and gender discrimination and that it is not acceptable or tolerated in the work place. Some women may still feel uncomfortable addressing issues of gender discrimination. The education process can help them know and understand what avenues are available to them and how they can play a role in addressing the issue.

TRAINING AND PROMOTIONAL OPPORTUNITIES

Approximately 3 of 4 focus group respondents believed their professional development goals were being met and 65 percent were taking or had taken advantage of training opportunities. While this percentage is high, the task force feels this is one of the most productive means for women to achieve success. The City should continue to promote training opportunities for employees to advance their careers.

The Tempe Learning Center (TLC) currently provides training and services to assist women with preparing for promotional opportunities. TLC will schedule individual appointments to help employees develop their career plans, by exploring options and training opportunities. TLC will also provide career coaching services for example; preparing for interviews, revising your resume, and assistance with application packets. Women should be encouraged to contact TLC for assistance in this area.

Employees expressed the desire to attend professional conferences and workshops that would benefit their current position or career paths. Many careers within the city require employees to stay abreast of the latest developments in their fields by attending such meetings. This type of training is as valuable as degree programs. Both the employees and the city stand to benefit when employees keep up to date in their professions. Many departments reduced travel and training when their budgets were cut. Management should consider ways within the budget to provide the opportunity for employees to attend training or seminars that will benefit their careers.

Additionally, employees felt it was a financial hardship to pay tuition up front and wait until the course is complete prior to being reimbursed. TLC should consider making it

easier for employees in the educational partnerships to collect reimbursement for their tuition by providing reimbursement upon registration instead of completion of classes.

There are several departments within the city that find it difficult to recruit women for non-traditional jobs. Tempe should encourage women to apply for more of these positions. This could be accomplished during the recruitment process by making employees aware of training opportunities to acquire skills necessary to qualify for positions (i.e., commercial drivers license testing, driver training for large equipment).

Departments that are having difficulty with recruitment could ask for assistance with promotion within the city, by using the intranet TLC and HR web pages to highlight skills needed for the open positions and link this with training opportunities offered by TLC and elsewhere.

The websites could also feature a department of the month where certain jobs could be highlighted in regards to upcoming promotional and training opportunities. Links to career/assessments www.careeronestop.org, www.women-21.gov and links to different organizations that encourage and inform women could be added to the TLC web site. TLC should keep an on-going list of training options on the website so employees who are interested in advancing their careers know what is available to them.

The task force felt it would be a good resource to utilize the employee Care Fair to promote non-traditional jobs and available training for both men and women in these areas. Women currently working in these positions may be willing to share their experiences with others. It could take the form of a career fair that highlights departments, training options, and career development. Workshops on career development, networking and mentoring using in-house instructors or guest speakers could be offered throughout the year.

MENTORING AND NETWORKING

Women are seeking mentoring and networking opportunities to enhance and enrich their careers in Tempe.

Tempe should continue to support the mentoring program to provide this opportunity for women. The pilot program is a good start but more should be done to provide mentors that are specifically targeted toward women. The current program is based more on skill than career enrichment. Mentoring relationships should take the form of career development including: coaching, educating, role modeling, counseling, encouraging and consulting.

Another drawback of the current program is the amount of time that the mentor and mentoree devote to establishing a relationship. It is difficult to have a positive effect when all interactions have to take place after work hours. If mentoring is about building growth in the Tempe organization and fostering leadership, then a portion of mentoring needs to take place in the work environment.

The Women's Task Force recommends that the mentoring program be expanded to help women succeed in their careers. Mentoring can increase a woman's chance for success dramatically. A strong mentoring program will foster employee growth, develop leaders

from within and create a more dedicated and inspired workforce. Mentoring directly supports the “promote from within” policy.

As a part of the research for best practices, it was learned that networking opportunities should be explored to provide women a means to guide their own professional development. Networks offer a way to connect women to leaders and mentors that can help support, inspire and guide them through their careers. These networks can provide another means for Tempe to develop leadership from within the organization.

Several opportunities for networking should be considered. One is for the Diversity Office to sponsor a quarterly networking group for women employees over breakfast or lunch. A second is to encourage women to participate in the Tempe Chamber of Commerce's annual Women's Expo and the monthly business women's luncheon. And finally, to implement an informal networking group that meets monthly as a brown bag lunch format with rotating guest speakers on career development topics.

FLEXIBLE WORK SCHEDULES

The focus groups results showed that 48 percent of participants utilize some form of alternative work schedule. According to payroll statistics, 41 percent of the women in the workforce use a flexible schedule and an additional 24 percent have a modified schedule meaning a workday beginning at a time other than 8 a.m. While the percentage using alternative schedules is high, this was cited in the focus groups as a benefit that women would like to have made available to them. The City of Tempe should continue to promote the use of flexible work schedules whenever possible.

Women felt that flexible schedules could help them in balancing work/life responsibilities. A need for flexibility in work and leave schedules to assist with managing work/life responsibilities were cited by 22 percent of focus group respondents. This benefit appears to be used inconsistently throughout the organization. Some departments allow flexibility in work schedules where service to the public is not affected. Some departments refuse to allow any flex schedule based on department policy. Flextime is not only used but actively promoted within the City of Tempe. With cutbacks and streamlined staff, flexible work schedules can be seen as a tool to build morale.

Management has the ability to accept or deny a flexible or alternative work schedule. Human Resources would like all Managers and supervisors to consider and assess each situation to determine if a flexible schedule can work. Flexible work schedules can only work when they are beneficial to the organization as long as service to the public is not affected. Knowing that a flexible schedule doesn't work for every position, criteria should be established so that positions that meet the qualifications can utilize the benefit.

Human Resources should establish consistency and fairness within the organization with regard to flexible or alternative work schedules. Guidelines should be created to help managers evaluate eligibility based on the position so that this opportunity is open to all employees who qualify.

CHILDCARE

Child care was cited as a concern by 21 percent of the focus group participants. Finding quality child care to ensure that their children are safe, healthy and well cared for is one of the primary concerns of mothers returning to work after maternity leave. Absenteeism due to sick children or lack of child care has a significant negative impact on employee productivity in any organization.

It is recommended that, with approximately 1,650 employees, the city of Tempe consider some type of child care support for its employees. The city currently provides pre-tax set-asides for child care. However, more can be done to assist working parents to place their children with quality child care services.

Providing some form of child care support is one of the most common best practices of companies that retain working women employees. It must be noted, however, that child care is a concern of all working parents. It is not solely a women's issue, although it often impacts women more directly.

Child care support can take numerous forms. In private industry, companies that are supportive of working women most commonly use one or more of the following strategies:

- On-site child care
- On-site summer programs and/or after-school care
- Discounted rates at select commercial facilities
- Subsidized child care at select commercial facilities
- Pre-tax set-asides for child care
- Vouchers for child care
- Matching funds, up to an annual maximum dollar amount, in child a care account
- Network of childcare providers (commercial and/or in-home child care)
- Summer camp fair for employees to find camps for their children
- Job share opportunities
- Partnership with other businesses or organizations

It is recommended that a group of interested employees be tasked with researching some or all of the above options. The group could be put together in one of two ways:

- Re-activate the TEC committee that investigated the possibility of incorporating a child care facility in the downtown Tempe light rail center
- Form a new committee representing members from the six-sided partnership and other interested at-large employees.

The committee should formulate several options for the city to consider, analyzing the pros, cons and fiscal impacts of each option.

Conclusion

The Women's Task Force urges management to consider these recommendations to help women succeed with their career goals in the Tempe workplace. Although findings from the formal audits indicate an improvement in the treatment of women, discrimination does still exist. The original audit of the entire workforce conducted in 2001 by Jamieson and Gutierrez indicated that 17 percent of employees knew of gender discrimination while the 2004 audit update of a sampling of employees demonstrates an improvement with 11 percent of employees knowing of gender discrimination.

Thirty percent of our focus group participants actually experienced discrimination because of gender. Our study did not specify a time frame so the discrimination could have occurred at any time in the employee's career. However, some of the comments from the focus group indicate that gender discrimination is still an issue. The higher percentage could be attributed to a target audience of all women. In addition, the focus group created an environment where women felt comfortable discussing their experiences.

This report was not a scientific study and as we draw our conclusions it is easy to see areas where we can only make assumptions because of the limited scope of data. Some of the conclusions were based on fact and research of best practices and some were based on what we gleaned from the focus groups. It was a good exercise that can be developed in the future to capture more information and provide a better picture of gender issues in the workplace.

Discrimination has been a part of our culture for a long time and will not be easy to eliminate. The task force would like to see some type of evaluation process continue in the future to examine the organizational health of the Tempe workplace.

Whether in the form of a committee, a survey or as part of the Tempe Learning Center, examination of issues that affect women and minorities and exploration of ways to improve our workplace needs to continue. It is important to incorporate programs that reach out to women, training that brings awareness of the issues and fair and equitable processes for career opportunities to continue making progress in this area. Progress can only happen with a continued understanding of issues and the support from management for change.

Appendix

Women's Task Force Focus Group Questions

1. Are you aware of the following:

- Flex time
- Job Share
- Telecommuting?

If yes, do you use any of them? If not, why not?

2. As your employer, how can the City of Tempe assist you to manage work and life responsibilities?

**3. Are your professional development goals being met?
Have you taken advantage of training opportunities, educational benefits?**

If yes, what classes/training have you taken?
If no, what has prevented you from participating?

4. As a City of Tempe employee have you experienced any discrimination because of your gender? For example:

Were you denied promotions?
Were you excluded from participating in training?
Were you excluded from serving on any committees?
Has your ability to make decisions on the job been limited?

5. Are there any other issues or concerns that specifically affect you as a woman in the workforce that you would like to discuss?