



**Minutes  
Diversity Steering Committee  
Tuesday, March 1, 2011  
3 p.m.**

Every month the Diversity Steering Committee meets to discuss current diversity issues as well as the ongoing implementation of the Diversity Action Plan. In the interest of city wide inclusiveness and creating openness, the Diversity Steering Committee will publish a monthly summary of items discussed. Please review the following items and contact your respective 6-Sided Partnership representative or a Diversity Steering Committee member should you have any questions or suggestions.

**Mission: To work with each other and the community to make Tempe the best place to live, work, and play.**

**Values: People...Integrity...Respect...Openness...Creativity...Quality...Diversity**

**In Attendance**

Jennifer Adams, Public Works  
Ginny Belousek, Diversity Office  
Renie Broderick, Human Resources  
Jerry Hart, Senior Management Group  
Rosa Inchausti, Diversity Office  
Jeff Kulaga, Assistant City Manager  
Lawrence LaVictoire, Human Resources  
Todd Lunn, IAFF  
Clarence Matherson, City Attorney's Office  
Jon O'Connor, Human Resources  
Wendy Springborn, TSA  
Louis Telles, Human Resources

## **I. Review Recruitment Practices Recommendations**

Wendy Springborn reviewed the "TSA Membership Response to Open Recruitment and Hiring Process" handout. Individual TSA member responses included:

- A.** The EPP and APP process is beneficial to a few but does not necessarily promote the right person for the right position.
- B.** The City should not go to open recruitment because it's not fair to internal candidates.
- C.** Should not open recruitment until we get through all of the possible layoffs.
- D.** Hiring managers want the final say for recruitments.
- E.** Is the City going back to how it used to be?
- F.** Scoring process should be for all recruitments.

Wendy explained the responses included seven members out of 190 eligible members and the responses mirrored the Diversity Steering Committee's discussions. Renie Broderick said the TSA responses seemed to have more questions than answers. Lawrence LaVictoire said that members may be holding back on responding until there is more definite direction.

Jerry Hart handed out two sheets of responses from the Management Team. Jerry is hoping to discuss recruitment recommendations at Thursday's Department Manager's meeting to receive more direct feedback. The collective responses (longer handout) from the Police Department Management included:

- A.** If utilizing a scoring process for all positions, there would need to be more latitude to find the best fit for executive level positions.
- B.** Scoring without discussion is okay when recruiting lower level positions but discussions should be included in management level recruitments.
- C.** Supervisors should continue to have input on the selection of interview panel members.
- D.** Support providing feedback to interview candidates. Jerry will clarify what documents are included in access to "all documents related to the selection process". Renie explained that with a public records request, *all* documents are available.

The collective responses (shorter handout) from the Water Utilities Management included:

- A.** They like numerical scoring but think the hiring supervisor should contribute to the scale.
- B.** Important that interview panels include people with the correct technical expertise.
- C.** Would like the interview panelist's backgrounds disclosed but not the actual panelist's identities.
- D.** Administratively placed positions versus open recruitment are a policy issue and not a recruitment issue.
- E.** Position classification and minimum qualifications are not recruitment issues.

Rosa asked for recommendations on where the committee should go with this information. Renie asked if the feedback made any changes to the original nine recruitment recommendations. Ginny said that the feedback seemed to be all over the board and asked if someone could review it and get it into a cohesive form. Rosa said that the nine recommendations were a compilation from the original employee

feedback. Rosa added that these recommendations are very important because there are employees who have issues with some of them. Rosa wants to make sure that all employees and unions are being heard.

Wendy asked how often employees have been administratively placed prior to the recent downsizing. Jon O'Connor said administrative placements were very rare. Jon added the only one he was aware of was several years ago and included an ADA accommodation. Renie said that administrative placements are in the rules. Jon agreed, but said that it was not often utilized. Lawrence said the ADA accommodation example was technically an administrative transfer. Lawrence continued that administrative placement was something HR created for the placement process. Lawrence said it was primarily used at the end of the process when the City had people who were going to be laid off. Renie wondered if people who referenced administrative placement were actually talking about APP. Rosa said the issue appeared over positions that had been changed into different positions and then opened for recruitment. Renie asked what positions were being referenced. It was answered the current positions are Finance Budget Manager, Deputy Community Services Director – Library/Cultural and Development Project Officer in Community Development. Lawrence said he didn't think the Deputy Community Services Director's position had changed. The consensus was that the Deputy Community Services Director position had changed because library responsibilities were added to the position. Lawrence said that the Finance Budget Manager position moved to a different level but the responsibilities stayed essentially the same. Jerry confirmed that assessment. Lawrence explained the parameters used were if a position moved to a different level but the core functions remained the same, that person could move to that management level. Lawrence thought the Finance Budget Manager position was the one affected in this way. Renie corrected that the previous Deputy Community Development Manager of Economic Development position moved from a deputy to a manager position. Rosa said the concern was that some people had the protection of going non-at will. Rosa continued that this happened during the down sizing and that's why the discrepancies and inconsistencies were brought up. Renie said HR had changed that and those positions stayed unclassified to address that issue. Lawrence confirmed they stayed at will. Renie then confirmed that the Finance Budget Manager is unclassified. It was asked if that was fair since the Finance Budget Manager is a managerial position. Renie said she thought it was fair because the Finance Budget Manager didn't compete for the position. Renie said that the Finance Budget Manager's classification was addressed because HR thought it was a legitimate concern from TSA. Renie added that in the future, those positions will become classified. Lawrence said the position would become classified unless the department felt it needed to remain unclassified. Lawrence explained that to get classified status they would have to compete for a position that had classified status. Jon asked to clarify that the committee was *not* talking about the City's policies regarding administrative transfers or the administrative placements that occurred towards the end of the APP process for those who would have otherwise been laid off. Rosa confirmed the concern was not about anyone having an opportunity versus losing their job, but more about the protection it offered some deputies but not others.

Rosa opened it up to the committee to see if there were any desired changes based on the feedback received. Jennifer expressed some concerns resulting from a recent selection process and felt the current interview process was not heavily weighted

enough. Renie explained that the 60 points in the interview process comes from criteria received from the hiring supervisor not HR. Renie said she is aware of the situation Jennifer is speaking about and that it involves a temporary employee. Jennifer said it actually involved two temporary employees who have worked with the City for quite some time. Renie said she was interested in the committee's feedback on what the status should be for temporary employees. Renie continued that under the current EPO, temporary employees have to compete externally and that previously they were able to compete internally. Renie asked what should happen as the City moves out of the EPO, hopefully in the next year. Jennifer said that a temporary employee competing externally or internally is a separate issue than what she is bringing forth. Jennifer thinks the interview process isn't weighted properly and maybe it could be moved to a 50-50 weighting system. Renie explained that the people who had more years of experience got higher points on the matrix evaluation before they got to the interview process. Jennifer said that one of the people in this situation is one of the best employees she's ever had but she is unable to hire him. Renie said this issue deserves additional discussion but it has more to do with the fact that the person is a temporary employee and is known to the City. Jennifer said the employee interviewed very well. Renie agreed that he scored very high in the interview but did not score as high as the other applicants on the qualifications the department was looking for. Renie asked if there should be some way to give temporary employees a leg up in the process because they are a known entity. Renie added that having them compete with internal employees could be one answer. Renie explained that temporary hiring is done differently and may not be a defensible process which could become a problem if they then compete internally. Jennifer said her example is an entry level position and that a higher position is not currently being discussed. Renie replied that the City still needs to be fair. Jennifer said that maybe there could be more leeway in entry level positions. Jennifer said as a hiring manager it is very frustrating. Renie said that previously temporary employees who worked 1,040 hours were able to compete internally but that was suspended under the EPO.

Jeff asked about when using Jennifer's situation as an example, the temporary employee doesn't make the cut using the established scoring system, does the hiring manager have final say or is it up to the committee and/or the score card. Jeff wondered if the recruitment recommendations becoming policy should expand and promote diversity in the workplace first and secondly create a solid process for the most qualified person. Jeff asked if the recommendations promote those two goals.

Rosa said that the committee will be reviewing the strategic plan because there have been some questions about why the Diversity Steering Committee is looking at recruitments. Rosa explained that one of the Diversity Steering Committee's five strategic areas is about the fair promotions the workforce wanted and the inclusion of fair and standard practices. Jeff asked for confirmation that the Diversity Steering Committee cares more about fair promotion than creating diversity. Rosa explained that the goal is creating inclusion not increasing diversity because the City already has diversity. Rosa said the City has never had a problem with diversity but has had issues with fair promotions and vertical diversity which was premise for Inclusion Training. Ginny explained that there is a difference between diversity and inclusion which is about getting everyone involved.

Renie said the committee is talking about the EPP which was put into place because of the reduction of workforce. Renie said this was not HR saying this is the way we want to proceed with all recruitments. Renie continued by saying EPP was thought to be quick and fair but HR recognized it was to be temporary. Renie said the committee now should review the process and figure out what was learned and what would be good to keep. Jeff asked if the City used the wrong scale in Jennifer's example. Clarence said we need a consistent, defensible process in case it is challenged. Jeff said that locking in the scoring system eliminates any latitude. Rosa added that the number one recruitment pitfall she was warned about at Cornell was having managers say that person is a "good fit" because it's not defensible. Clarence said the City does not have to take the top candidate every time but you must have a legitimate, non-discriminatory reason for decisions made. Renie said that HR is looking at these situations and that HR will be coming back with concepts that include more flexibility.

Rosa asked again if there were any changes with any of the nine recruitment recommendations. Jeff asked what happens if the committee approves the recommendations. Renie said the recommendations then go to HR and HR responds. Jeff asked if the recommendations go to the Six Sided Partnership after HR. Rosa responded that the committee was the Six Sided Partnership. Jeff said this is not the Six Sided Partnership meeting. Rosa said the Diversity Steering Committee includes Six Sided Partnership representatives and that it's up to HR where the recommendations will go after their review and response.

Wendy asked if the recommendations were created since we have been in this temporary process or prior to EPP. Rosa said it has been in the last year. Wendy wondered if the recommendations were still a concern as we move forward. Todd Lunn said the problem is that we do not know which direction we are going. Jeff said that although the economy may be getting a little better the big unknown is still state shared revenues.

Jon asked to clarify that the original nine recommendations along with the feedback, now goes to HR for their review and response. Rosa confirmed yes.

## **II. Promotion From Within Follow Up**

Rosa began by explaining that past promotion from within discussions had questioned if this type of promotion added diversity to an organization. Rosa said the question was raised, what is the City's vertical diversity. Ginny passed out a handout "Vertical Diversity 2011" reflecting the City's current organizational chart for Directors and Deputy Directors. Jennifer asked if we knew the numbers for 2008 because that would tell us more about how the City is doing. Rosa said the Diversity office would get the 2008 numbers from PeopleSoft reflecting the time before lay offs.

Louis Telles presented an October 2010 handout showing a snapshot of the City's demographics including a narrative from an EEO report. Jon explained this was a report created for a Community Services grant application. Rosa said that one of Jamieson & Gutierrez's complaints was that the City's top tier was not diverse. Renie said that the City has improved based on this analysis. Louis referenced the report's narrative explaining that the first category of Officials/Administrators shows the City

under utilizes white males by 9.7% compared to the overall City population. There was confusion when comparing the City's new 5 tier job organization to the job categories listed on the handout as well as determining if the report reflected the new organization. Rosa said the committee needed information reflecting the new 5 tier organization and asked Louis to confirm when the EEO data was gathered.

Jeff asked for a definition of vertical Diversity from Jamieson & Gutierrez. Rosa said Jamieson & Gutierrez defined it as reflecting diversity in the top people making policy in the organization. This is consistent with EEO and industry standards. Renie explained the EEO report is how they measure vertical diversity. Rosa said it would be good to compare information to the 2002 EEO when the City was experiencing vertical diversity problems in Public Works. Jeff asked if the City Council was included in the vertical diversity numbers as policy makers. Renie and Rosa confirmed the Council is not included in the top tier diversity numbers.

### **III. City Wide Recruitment Outreach Committee/HR Response**

Rosa explained that the Recruitment Outreach Committee (ROC) was created as an offshoot from the Diversity Steering Committee and represented departments who did a lot of recruitment and outreach. Rosa said the premise was to start pooling resources to be more fiscally responsible and to have a stronger focus on how the City was recruiting. The results of this committee are listed in the handout "Recommendations to Improve City Marketing and Employee Recruitment". Renie said that the ROC recommendations got put on hold with the City's downsizing. Renie explained that HR's response to the 2008 ROC recommendations are added in blue. Jennifer requested we double side future handouts.

Renie began with stating ROC made a lot of really good recommendations.

Objective 1 – Ensure that job qualifications accurately reflect management's expectations of candidates. Renie said job descriptions are a part of the recruitment process and having them accurately updated is very important for a solid background. Renie said that HR reviews job descriptions with the hiring department before new recruitments and proactively tries to update them regularly.

Objective 2 – Improve printed recruiting materials. Renie said for the recent Director recruitments, HR worked with Shelley Hearn's office to create a brochure promoting the City of Tempe. Renie said HR could bring a sample of that brochure to the next meeting for any committee suggestions.

Objective 3 – Increase the effectiveness of the City's publications and distribution of job announcements. Renie reported that most job announcements are done electronically with hard copies posted in department areas. HR has added to the application to discover where the applicant heard about the job. Jennifer said it was important to find out how people are being reached. Lawrence reported that HR is working with IT to get the City's application on line.

Objective 4 – Improve the efficiency and effectiveness of the City's job-marketing efforts by creating interdepartmental recruiting opportunities. Renie said this objective

reflected the time when the City was going to job fairs and heavily recruiting. Lawrence said the problem was that it cost to attend the job fairs.

Objective 5 – Ensure that the candidate selection/eligibility determination process is fair and consistent. Renie reiterated HR's recommendation to look at open recruitment. HR's goal is to have a diverse panel appropriate to the position.

Objective 6 – Establish measurements of success for diversity recruiting initiatives. Renie reported that the numbers listed in this memo will be updated and brought back to the committee.

Objective 7 – Establish a centralized internship program. Renie said HR is interested in getting feedback from the departments who currently use interns to assess the merit of centralizing the function.

Objective 8 – Ensure On-going Interdepartmental involvement in recruiting issues. Renie said HR approves of this objective and this is what is currently happening by reviewing what works and doesn't work with the EPO.

#### **IV. Member Updates**

No member updates provided.