

9/28/2022

City of Chandler

Diversity, Equity, and Inclusion

Staff Feedback Technical Report

SUBMITTED BY:

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Your Path to Performance

Respondent Demographics

Respondents self-identified both work and personal demographics, with representation outlined in the following table.

Table 1: DEI Survey Self-Reported Demographics

Work Demographics		Personal Demographics	
Department	#	Age	#
Buildings and Facilities/Fleet	34	24 and Under (Age Group 1)*	21
City Clerk/ Law	37	25 to 29	40
Communications and Public Affairs	18	30 to 34	66
Community Services	110	35 to 39	70
Cultural Development	25	40 to 44	105
Development Services	50	45 to 49	101
Fire	49	50 to 54	108
Human Resources	22	55 to 59	81
Information Technology	35	60 to 64	45
Management Services (Dept Group 2)	47	65+	17
Municipal Court	20	Prefer not to state	51
Neighborhood Resources	34	No Answer	21
Office of the City Manager (Dept Group 1)	25	Ethnicity	#
Police	127	African American or Black	20
Public Works	93	American Indian/Alaskan Native, Hawaiian/Pacific Islander (Ethnicity Group 1)*	18
Tenure	#		
Less than 2 years	117	Asian	23
At least 2 and up to 5 years	144	Latinx	104
At least 5 and up to 10 years	146	White	368
At least 10 and up to 15 years	84	Multi-race	40
At least 15 and up to 20 years	107	Other Race	27
20 or more years	128	Prefer not to state	105
Role	#	Gender	#
Directors/Senior Leadership	26	Female	297
Management	82	Male	323
Supervisory	141	Non-binary/Prefer not to state (Gender Group 1)*	85
Non-Supervisory Front-Line Staff (Entry, Journey, or Lead)	477		

*Groups with fewer respondents were combined with other groups to protect respondent anonymity.

The first area relates to the perceived organizational implementation of DEI within the internal organization. This covers four items on the existence of DEI vision, impact to services, promotion of DEI discussion, and supervisory response to DEI issues. The following graph shows the portion of respondents indicating a positive response (agree/strongly agree), neutral (neither agree/disagree), or negative response (disagree/strongly disagree) across these four items collectively. The percentage of respondents who were unable to rate each element are shown in gray.

Figure 1: Organizational DEI Response Trends

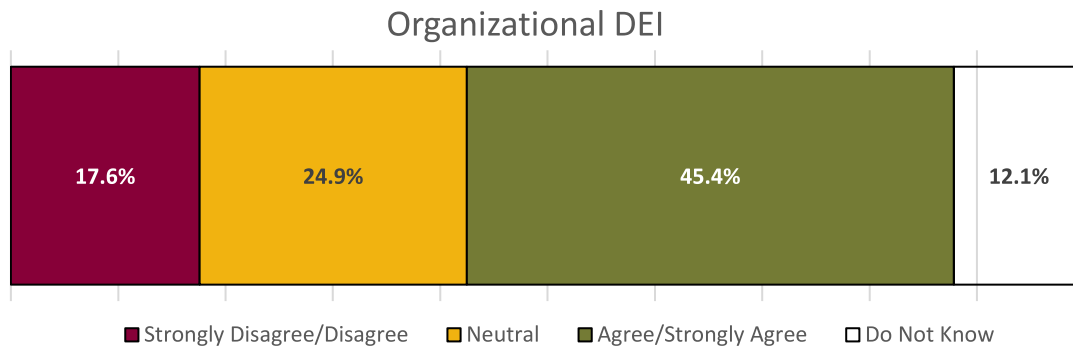


Table 2: Organizational DEI Responses and Averages

Statements	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do not Know/ No Basis	Average Rating
	1	2	3	4	5	n/a	
Overall Organizational DEI Ratings:	164	345	720	744	569	351	3.48
A clear DEI vision and strategy has been communicated to employees	61	138	198	168	94	64	3.15
DEI factors impact decisions about provided services or products	27	66	217	183	91	139	3.42
Our leadership promotes discussions on DEI needs and efforts	39	112	211	191	91	79	3.28
My supervisor responds to diversity, equity, and inclusion issues in a professional manner	37	29	94	202	293	69	4.05

Legend: Strongly Disagree (Red), Disagree (Orange), Neither Agree nor Disagree (Yellow), Agree (Blue), Strongly Agree (Green), Do not Know/ No Basis (White)

The second area relates to the perceived acceptance and acknowledgement of staff diversity within the internal organization. This covers five organizational items 1) recognizing staff differences making up their diversity, 2) valuing the different backgrounds, 3) encouraging staff to share their perspective, 4) providing opportunities for staff of all backgrounds, and 5) promoting diverse teams to encourage understanding. The following graph shows the portion of respondents indicating a positive response (agree/strongly agree), neutral (neither agree/disagree), or negative response (disagree/strongly disagree) across these five items collectively. The percentage of respondents who were unable to rate each element are shown in gray.

Figure 2: Staff Diversity Response Trends

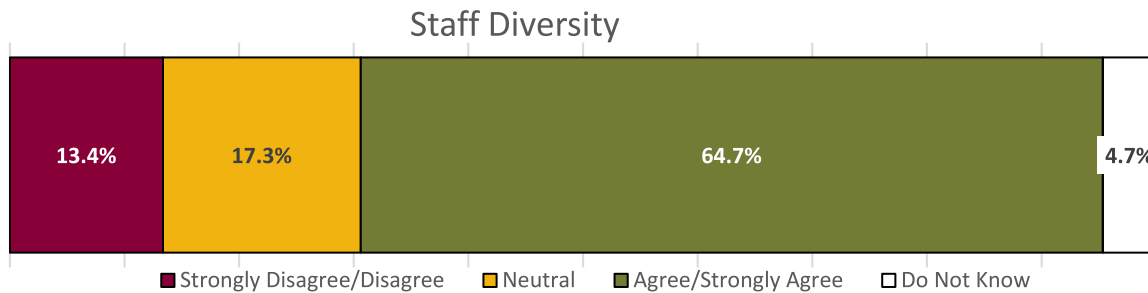


Table 3: Staff Diversity Responses and Averages

Statements	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do not Know/ No Basis	Average Rating
	1	2	3	4	5	n/a	
Overall Staff Diversity Ratings:	190	294	625	1270	1074	169	3.79
Our organization recognizes all the differences that make up staff diversity	36	75	148	260	165	39	3.65
My organization values the different backgrounds, beliefs, and experiences of staff	38	39	94	275	261	18	3.96
The organization encourages staff with different backgrounds to share their point of view	43	76	162	229	167	46	3.59
My organization provides opportunities for individuals of all backgrounds to succeed	43	43	77	266	274	23	3.97
My organization supports diverse teams to encourage a better understanding of individual differences	30	61	144	240	207	43	3.78

Statement	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do not Know/ No Basis
Org. recognizes staff diversity	~5%	~5%	~15%	~35%	~35%	~10%
Org. values different backgrounds	~5%	~5%	~10%	~35%	~40%	~10%
Org. encourages different viewpoints to share	~5%	~5%	~15%	~35%	~35%	~10%
Org. provides opportunities for all backgrounds	~5%	~5%	~10%	~35%	~40%	~10%
Org. supports diverse teams	~5%	~5%	~15%	~35%	~35%	~10%

Employee Experience by Work Demographics

Results were further assessed by demographic groups, combining groups as identified under the survey analytics section for anonymity. The average ratings by each work demographic are compared for each Employee Experience item for both Organizational DEI and Staff Diversity. The highest and lowest ratings within each demographic group are shaded in green and yellow, respectively, to help highlight trends with the top/bottom two in departments indicated due to the number of departments.

Table 4: Employee Experience Areas - Work Demographic Averages

Statement		Role			Tenure						Department																
		Sr. Leaders	Management	Supervisory	Non-Supervisory	Less than 2 years	2 to 5 years	5 to 10 years	10 to 15 years	15 to 20 years	20+ years	Buildings and Facilities/Fleet	City Clerk/ Law	Commun. and Public Affairs	Community Services	Cultural Development	Development Services	Fire	Human Resources	Information Technology	Management Services	Municipal Court	Neighborhood Resources	Office of the City Manager	Police	Public Works	
Respondents:		26	82	141	477	117	144	146	84	107	128	34	37	18	110	25	50	49	22	35	47	20	34	25	127	93	
		Lowest Rating within Demographic											Highest Rating within Demographic														
Organizational DEI	Clear DEI Vision	3.17	3.12	3.12	3.16	3.36	3.23	3.14	2.97	3.03	3.08	3.00	3.37	3.29	3.03	2.76	3.20	3.07	3.29	2.97	3.00	3.32	3.34	3.04	3.39	3.03	
	DEI Factors impact service decisions	3.08	3.51	3.36	3.44	3.64	3.54	3.45	3.29	3.27	3.30	3.26	3.26	3.42	3.76	3.90	3.27	3.37	3.44	3.19	3.22	3.44	3.48	3.27	3.45	3.23	
	Leaders promote DEI Discussion	4.00	3.42	3.32	3.20	3.50	3.40	3.40	3.19	3.00	3.13	3.07	3.43	3.53	3.33	3.67	3.24	3.40	3.58	3.00	3.18	3.10	3.41	3.50	3.42	2.90	
	Supervisor responds to DEI issues professionally	4.71	4.22	4.02	3.98	4.28	4.12	4.15	3.74	3.95	3.94	3.41	4.24	4.42	4.00	4.27	3.81	4.28	4.42	4.09	3.87	4.47	4.17	4.14	4.20	3.76	
Staff Diversity	Org. recognizes staff diversity	4.21	3.74	3.59	3.62	3.89	3.69	3.71	3.54	3.48	3.53	3.50	3.80	3.38	3.61	3.50	3.73	3.80	3.80	3.73	3.47	3.95	3.64	3.78	3.78	3.39	
	Org. values different backgrounds	4.46	4.17	3.90	3.92	4.32	4.02	3.96	3.70	3.96	3.77	3.79	4.06	4.06	3.95	4.08	3.90	4.19	4.23	3.97	4.07	3.95	4.09	4.40	4.03	3.49	
	Org. encourages different viewpoints to share	4.32	3.81	3.52	3.53	3.97	3.64	3.73	3.34	3.47	3.32	3.23	3.91	3.71	3.52	3.74	3.62	3.64	3.68	3.89	3.42	3.53	3.71	3.83	3.74	3.25	
	Org. provides opportunities for all backgrounds	4.54	4.05	4.03	3.91	4.27	4.11	3.98	3.70	3.86	3.83	3.85	4.06	3.88	4.03	3.92	3.76	4.35	4.36	4.03	3.95	3.95	3.97	4.09	4.08	3.60	
Org. supports diverse teams		4.29	3.89	3.85	3.71	3.99	3.81	3.83	3.63	3.70	3.69	3.58	3.92	3.71	3.73	3.79	3.76	3.96	3.90	3.94	3.60	3.80	3.94	3.96	3.93	3.47	

Employee Experience by Personal Demographics

The average ratings by each personal demographic are compared for each Organizational DEI item. The highest and lowest ratings within each demographic group are shaded in green and yellow, respectively, to help highlight trends. The averages for Prefer Not To Say are presented in the table but are not included in the high/low indications that drive actionable recommendations. However, it is worth noting that those who do not wish to state demographics often still provide the lowest ratings indicating overall areas for growth.

Table 5: Employee Experience Areas - Personal Demographic Averages

Statement	Ethnicity								Gender			Age												
	Prefer not say								Female	Male	Non-binary /	24 and under	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65+	Prefer not say		
	African or American or	Amern. Indian, Pac. Islander,	Asian	Latinx	White	Multi-race	Other Race	Prefer not say	297	323	85	21	40	66	70	105	101	108	81	45	17	51		
Respondents:		20	18	23	104	368	40	27	105	297	323	85	21	40	66	70	105	101	108	81	45	17	51	
		Lowest Rating within Demographic										Highest Rating within Demographic												
Organizational DEI	Clear DEI Vision	3.17	3.12	3.12	3.16	3.36	3.23	3.14	2.97	3.00	3.31	3.00	3.39	3.26	3.17	2.98	3.16	3.07	3.12	3.14	3.23	3.41	3.15	
	DEI Factors impact service decisions	3.08	3.51	3.36	3.44	3.64	3.54	3.45	3.29	3.48	3.43	3.13	3.63	3.66	3.39	3.47	3.44	3.49	3.27	3.35	3.58	3.57	3.17	
	Leaders promote DEI Discussion	4.00	3.42	3.32	3.20	3.50	3.40	3.40	3.19	3.24	3.39	3.08	3.25	3.30	3.34	3.20	3.51	3.33	3.22	3.19	3.18	3.20	3.26	
	Supervisor responds to DEI issues professionally	4.71	4.22	4.02	3.98	4.28	4.12	4.15	3.74	4.06	4.12	3.75	4.43	4.31	4.29	3.72	4.13	4.12	4.02	3.99	3.93	3.88	3.89	
	Org. recognizes staff diversity	4.21	3.74	3.59	3.62	3.89	3.69	3.71	3.54	3.48	3.87	3.41	4.11	3.68	3.75	3.46	3.82	3.57	3.53	3.73	3.80	3.47	3.42	
Staff Diversity	Org. values different backgrounds	4.46	4.17	3.90	3.92	4.32	4.02	3.96	3.70	3.98	4.06	3.65	4.38	4.26	4.06	3.75	4.12	4.07	3.83	3.99	3.84	3.76	3.76	
	Org. encourages different viewpoints to share	4.32	3.81	3.52	3.53	3.97	3.64	3.73	3.34	3.52	3.71	3.38	4.11	3.76	3.71	3.44	3.80	3.62	3.42	3.49	3.48	3.50	3.50	
	Org. provides opportunities for all backgrounds	4.54	4.05	4.03	3.91	4.27	4.11	3.98	3.70	3.91	4.13	3.67	4.30	4.21	4.14	3.87	4.16	3.99	3.79	3.97	3.89	4.00	3.76	
	Org. supports diverse teams	4.29	3.89	3.85	3.71	3.99	3.81	3.83	3.63	3.71	3.92	3.57	4.10	3.84	3.78	3.64	3.97	3.89	3.69	3.73	3.83	4.00	3.46	

DEI Programs: Part I – Education Oriented Opportunities

The third area relates to the active efforts to educate the City staff and community on DEI factors – with an emphasis on diversity awareness. This covers four items on promoting events for diversity education, provide DEI training opportunities and the chance to learn by attending DEI events to staff, and utilizing best practices in staffing practices. The following graph shows the portion of respondents indicating a positive response (agree/strongly agree), neutral (neither agree/disagree), or negative response (disagree/strongly disagree) across these four items collectively. The percentage of respondents who were unable to rate each element are shown in gray.

Figure 3: Education Oriented Opportunities Response Trends

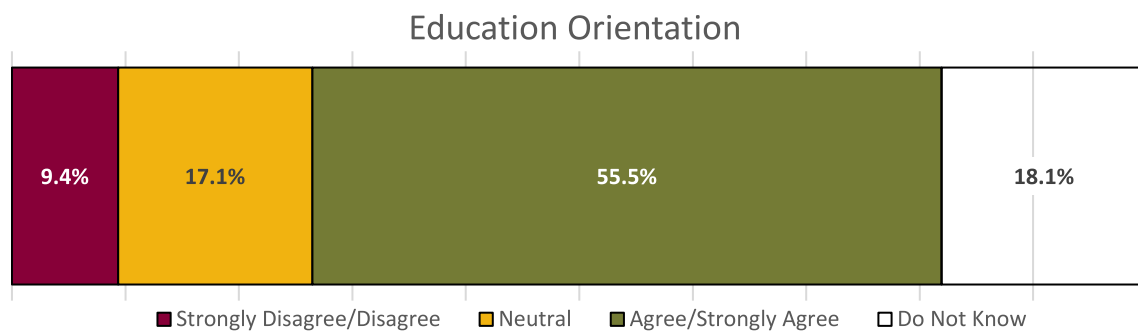
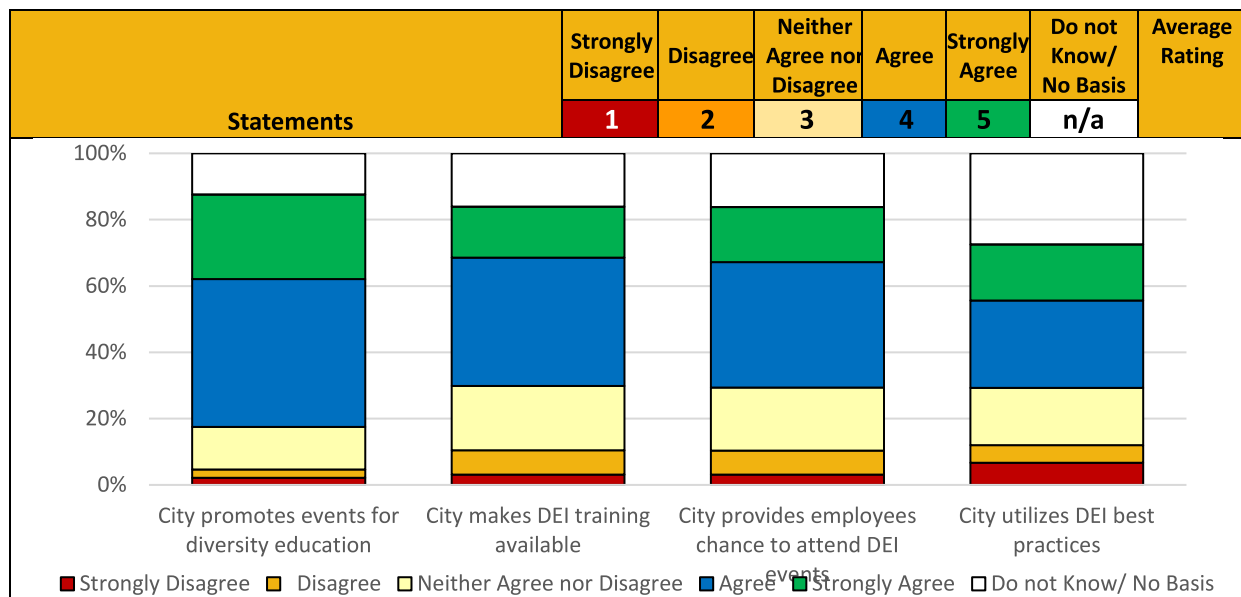


Table 6: Organizational DEI Responses and Averages

Statements	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do not Know/ No Basis	Average Rating
	1	2	3	4	5	n/a	
Overall Education Opportunities Ratings:	106	159	485	1045	526	512	3.74
The City of Chandler promotes, coordinates, and assists in DEI community events and programs that educate on the City's Diversity, promoting enrichment and understanding among Chandler residents	15	18	91	316	181	88	4.01
The City of Chandler makes DEI resources and training available for employees	22	52	137	274	109	114	3.67
The City of Chandler provides employees with opportunities to connect, attend, and participate in DEI events and programs	22	51	135	268	117	115	3.69
The City of Chandler utilizes DEI best practices in employee recruitment, hiring, and retention	47	38	122	187	119	195	3.57



DEI Programs: Part II – Community Communication/Liaison

The fourth area relates to the efforts to communicate and/or bring community members and resources together. This covers four items related to being a liaison to groups supporting and representing DEI populations, connecting organizations and employees on DEI community events, and providing effective communication and outreach to both internal City groups and external community populations. The following graph shows the portion of respondents indicating a positive response (agree/strongly agree), neutral (neither agree/disagree), or negative response (disagree/strongly disagree) across these four items collectively. The percentage of respondents who were unable to rate each element are shown in gray.

Figure 4: Community Communications/Liaison Response Trends

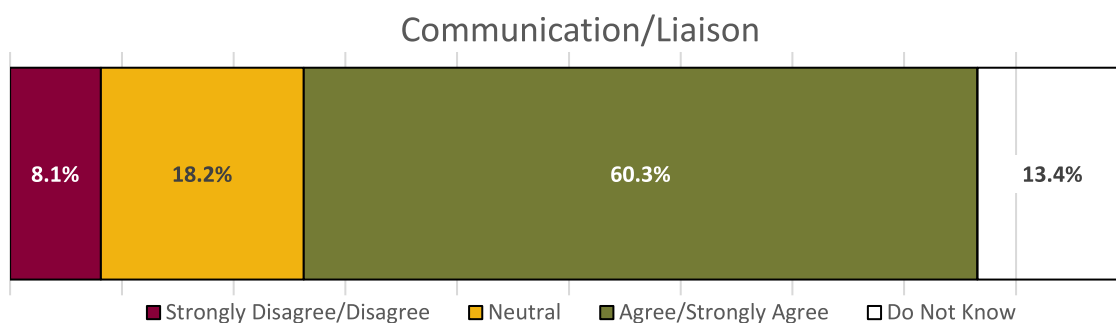


Table 7: Community Communication/Liaison Responses and Averages

Statements	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do not Know/ No Basis	Average Rating
	1	2	3	4	5	n/a	
Overall Communication/Liaison Ratings:	89	141	515	1124	584	381	3.80
The City of Chandler promotes, coordinates, and assists the DEI community by working as a liaison to groups supporting and representing DEI populations.	18	22	125	255	148	141	3.87
The City of Chandler effectively connects organizations and employees on DEI community events.	22	31	119	280	150	106	3.84
The City of Chandler provides effective communication and outreach to all internal City groups, identifying all populations and the best ways to reach them.	24	48	116	312	155	53	3.80
The City of Chandler provides effective communication and outreach resources for staff to connect with the external community at-large, identifying all populations and the best ways to reach them.	25	40	155	277	131	81	3.71

City acts as liaison to DEI populations City connects organizations on DEI events City has effective outreach to City groups City has effective outreach to external group

■ Strongly Disagree
 ■ Disagree
 ■ Neither Agree nor Disagree
 ■ Agree
 ■ Strongly Agree
 ■ Do not Know/ No Basis

Employee Experience by Work Demographics

Results were further assessed by demographic groups, combining groups as identified under the survey analytics section for anonymity. The average ratings by each work demographic are compared for each Programmatic item for both Education Opportunities and Communication/Liaison. The highest and lowest ratings within each demographic group are shaded in green and yellow, respectively, to help highlight trends with the top/bottom two in departments indicated due to the number of departments.

Table 8: Programmatic DEI Areas - Work Demographic Averages

Statement		Role				Tenure						Department															
		Sr. Leaders	Management	Supervisory	Non-Supervisory	Less than 2 years	2 to 5 years	5 to 10 years	10 to 15 years	15 to 20 years	20+ years	Buildings and Facilities/Fleet	City Clerk/ Law	Commun. and Public Affairs	Community Services	Cultural Development	Development Services	Fire	Human Resources	Information Technology	Management Services	Municipal Court	Neighborhood Resources	Office of the City Manager	Police	Public Works	
Respondents:		26	82	141	477	117	144	146	84	107	128	34	37	18	110	25	50	49	22	35	47	20	34	25	127	93	
		Lowest Rating within Demographic										Highest Rating within Demographic															
Educational Opportunities	City promotes events for diversity education	4.50	4.20	4.04	3.94	4.09	4.10	4.17	3.93	3.85	3.86	3.85	3.85	3.85	4.33	4.08	4.17	4.05	3.95	4.21	4.23	3.93	4.20	4.24	4.29	4.07	3.58
	City makes DEI training available	4.13	3.51	3.71	3.66	3.77	3.73	3.70	3.57	3.61	3.58	3.63	3.71	3.92	3.62	3.62	3.69	3.60	3.83	4.08	3.39	3.92	3.77	3.74	3.78	3.49	
	City provides employees chance to attend DEI events	4.08	3.72	3.66	3.66	3.79	3.69	3.71	3.65	3.61	3.65	3.65	3.64	4.07	3.65	3.35	3.88	3.56	3.67	4.04	3.59	3.75	3.76	3.83	3.74	3.51	
	City utilizes DEI best practices	3.89	3.68	3.66	3.50	3.69	3.58	3.62	3.42	3.57	3.50	3.72	3.50	2.90	3.49	3.17	3.55	3.87	3.80	3.82	3.69	3.40	3.60	3.60	3.80	3.17	
Communication/Liaison	City acts as liaison to DEI populations	4.48	3.93	3.91	3.80	3.90	3.96	4.02	3.68	3.83	3.73	3.70	3.77	4.31	3.85	3.91	3.85	3.70	4.12	3.93	3.88	4.18	4.00	4.22	4.01	3.49	
	City connects organizations on DEI events	4.42	3.80	3.80	3.82	3.91	3.93	3.96	3.73	3.72	3.72	3.78	3.77	4.36	3.79	3.50	3.83	3.73	4.11	4.10	3.73	4.00	4.00	4.21	3.94	3.56	
	City has effective outreach to City groups	4.04	3.73	3.80	3.80	3.93	3.93	3.78	3.77	3.67	3.71	3.79	3.77	4.06	3.72	3.50	3.91	3.88	3.60	4.03	3.76	3.94	3.75	4.08	3.86	3.67	
	City has effective outreach to external group	3.83	3.69	3.72	3.71	3.90	3.80	3.76	3.58	3.63	3.57	3.48	3.56	3.88	3.68	3.43	3.82	3.63	3.63	4.15	3.59	3.74	3.94	3.91	3.85	3.56	

Employee Experience by Personal Demographics

The average ratings by each personal demographic are compared for each DEI Programmatic effort. The highest and lowest ratings within each demographic group are shaded in green and yellow, respectively, to help highlight trends. The averages for Prefer not to say are presented in the table but are not included in the high/low indications that drive actionable recommendations. However, it is worth noting that those who do not wish to state demographics often still provide the lowest ratings indicating overall areas for growth.

Table 9: Community DEI effort Areas - Personal Demographic Averages

Statement	Ethnicity								Gender		Age													
	African American or	Amér. Indian, Pac. Islander	Asian	Latinx	White	Multi-race	Other Race	Prefer not say	Female	Male	Non-binary / Prefer not say	24 and under	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65+	Prefer not say		
	20	18	23	104	368	40	27	105	297	323	85	21	40	66	70	105	101	108	81	45	17	51		
Respondents:																								
		Lowest Rating within Demographic										Highest Rating within Demographic												
Educ. Opportunities	City promotes events for diversity education	4.50	4.20	4.04	3.94	4.09	4.10	4.17	3.93	4.07	4.03	3.78	4.21	4.00	4.07	3.84	4.15	4.11	3.86	4.04	4.02	3.81	4.00	
	City makes DEI training available	4.13	3.51	3.71	3.66	3.77	3.73	3.70	3.57	3.56	3.82	3.47	4.00	3.47	3.57	3.65	3.83	3.57	3.71	3.70	3.60	3.86	3.59	
	City provides employees chance to attend DEI events	4.08	3.72	3.66	3.66	3.79	3.69	3.71	3.65	3.57	3.84	3.54	3.95	3.46	3.67	3.50	3.83	3.69	3.68	3.65	3.79	3.67	3.70	
	City utilizes DEI best practices	3.89	3.68	3.66	3.50	3.69	3.58	3.62	3.42	3.51	3.70	3.27	3.72	3.43	3.59	3.54	3.84	3.49	3.48	3.60	3.46	3.58	3.58	
Communication/Liaison	City acts as liaison to DEI populations	4.48	3.93	3.91	3.80	3.90	3.96	4.02	3.68	3.92	3.88	3.63	4.06	3.88	3.81	3.72	3.99	3.99	3.80	3.86	3.84	3.85	3.82	
	City connects organizations on DEI events	4.42	3.80	3.80	3.82	3.91	3.93	3.96	3.73	3.87	3.89	3.56	4.17	3.77	3.82	3.71	3.95	3.80	3.84	3.89	3.76	3.88	3.80	
	City has effective outreach to City groups	4.04	3.73	3.80	3.80	3.93	3.93	3.78	3.77	3.78	3.86	3.68	4.10	3.84	3.65	3.59	4.00	3.70	3.80	3.87	3.89	4.00	3.71	
	City has effective outreach to external group	3.83	3.69	3.72	3.71	3.90	3.80	3.76	3.58	3.65	3.82	3.57	4.14	3.74	3.66	3.48	3.86	3.58	3.76	3.71	3.79	3.81	3.72	