

Chandler DEI Assessment Final Report

September 22, 2022



Diversity, Equity & Inclusion



Timeline of Events

- Mayor proclamation, diversity survey with Human Relations Commission & presentation of results to Council
July – December 2020
- Strategic Framework - commitment to diversity, equity and inclusivity through an update to Chandler's Brand Statement
May 2021
- City Council approves contract with CPS HR for DEI Assessment
October 2021
- City-wide DEI Assessment (focus groups, survey and evaluations)
December 2021 – June 2022
- CPS HR Assessment Final Report to HRC and City Council
September 2022



CPS HR: Our DEI Team

Paula North
DEI Assessment Specialist



Jeff Hoyer
Senior Leader, Org. Strategy

Calvin Bonds
DEI Facilitator, Consultant



Regina Romeo
DEI Program Leader



Jacques Whitfield
DEI Training Leader



CPS HR: Philosophy/ Guiding Framework





CPS HR ACTION PLAN

Project Kick-off & Council DEI Conversations:

- **Project Kick-off** with City Manager's Office
- **Conduct 7 key interviews** – Council & CM
- **Develop** a collective definition and define success elements of the DEI assessment

External:

- **Application for Interest**, participants selected to maximize diversity/representation
- **Identifying DEI concerns** as a large community group
- Subsequent **focused discussion groups** to identify current concerns and recommended actions

Internal:

- **Survey assessment** for City employees to establish baseline feedback on DEI internal and community efforts
- **Employee Focus Groups** to obtain additional information, promote discussion on DEI feedback

Communication, Presentation and Post-Project

- **Presentation** to the Human Relations Commission and then to the City Council
- **DEI project progress tracking strategy** moving forward

Current DEI Division Programs

Diversity Mini-Grants

Diversity Memberships

DEI Division Produced Events

DEI Partner Events

Marketing & Promotion

FOC – Chandler Support

DEI FY2021-22 Accomplishments

- Unveiled Chandler Contigo a month-long series of events held during National Hispanic Heritage Month.
- Hosted the first City-sponsored LGBTQ+ event with Chandler Pride.
- Produced “Conversations with Chandler’s Historic Black Families” video series documenting the first Black families in Chandler for Black History Month.
- Held the inaugural Asian American Community Conference to engage the Asian community.
- Produced, sponsored or participated in 50 community events with an approx. total attendance of 41,800.

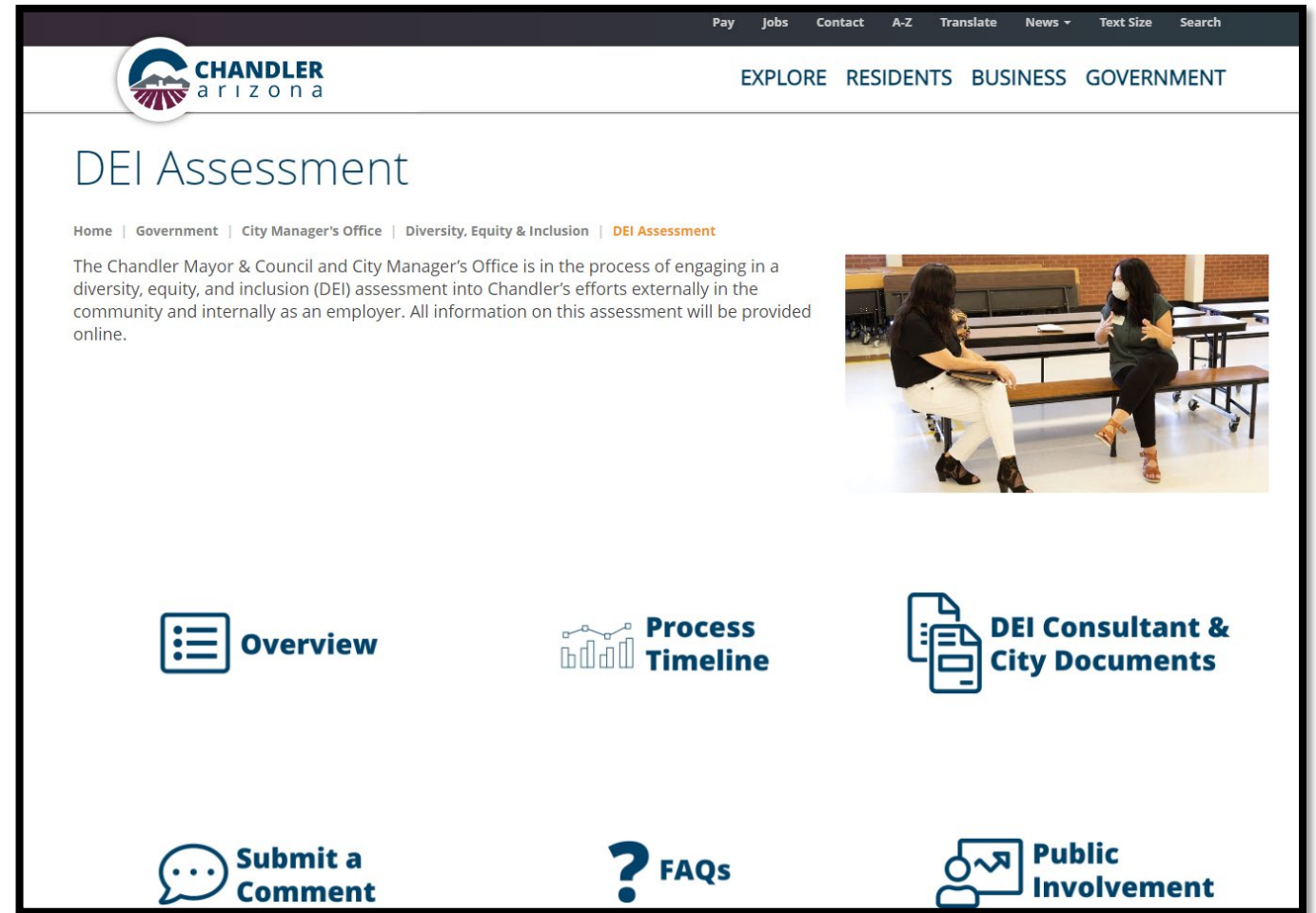
External Community



Communication with Residents

- **City website that includes:**

- Overview of project and scope of work
- Timeline of project
- All documents relating to the project
- FAQs
- Public Participation
 - External panel application
 - Online public comment form



External Community Panel | February - June

- Online application open for external panel submissions.
 - CPS HR created an online application form used to select the most diverse representation of individuals using organization and personal demographics.
- 25 diverse leaders selected by CPS HR to participate.
- In-person kick-off meeting.
- Five themed breakout subcommittee meetings.
 - Each group met twice.
- Final at-large virtual wrap-up meeting and report.





External Panel Members

1. Abiuth Maronga, Teecanva
2. Andrea Morales Barton, CUSD Teacher
3. Christopher McMullan, Neighborhood WorXs
4. Crystal Blackwell, Crystal Clear Results
5. Daniel Hall, PayPal
6. Debra L. Schinke, Chandler Republican Women
7. Denise Phillips, Self employed
8. Eduarda Schroder, Chandler Pride
9. Erika Castro, SRP
10. Heather LeeMaster Anguiano, CUSD
11. Jeff Williams, Salvation Army
12. Jennifer Sanchez, Intel
13. Joanna Cetaj, The Puzzle Piece, LLC
14. Jyoti Pathak, TD SYNEX
15. Kathryn Mazon, DEI Consultant
16. Keasha Beach, Base AZ
17. Linda A. Kalaf, Retired HR/D&I Professional
18. Nigah Mughal, Maricopa County
19. Rabbi Michael Beyo, EVJCC
20. Rick Heumann, Chandler Chamber
21. Ryan Gear, The Well Church
22. Shawn Mitchell, Chander4Change
23. Steve Sanders, Omicron Engineering, PLC
24. Trinity Donovan, AZCEND
25. William H. Crawford III, Ed.D., Northern Arizona University & DW Consulting Group



BREAKOUT GROUPS

- Understanding youth population service needs
- Improving opportunities for all voices to be heard/Community voice coming in
- Reaching out and identifying resources for LGBTQIA+
- Building community partnerships
- Improving external communications so City voice gets out to all groups

* After the first breakout subcommittee meetings were held, City staff worked interdepartmentally to provide updates on what the City currently offers in each themed area. This information was given to each breakout group prior to their second meeting.

INPUT RECEIVED

Youth Services / Connection

- Need for stronger voice representation for Chandler youth.
- Need for larger interaction with diversity practices, including equitable opportunities for all youth groups throughout the City.

Communication Considering Marginalized Groups

- Maximize various methods of communication of DEI messages.
- Build trust through effective listening and taking tangible actions.
- All groups must be heard, represented and included (e.g., refugees, people experiencing homelessness, seniors, neuro-divergent, etc.).

INPUT RECEIVED

LGBTQIA+

- Increase progress through continuing to help LGBTQIA+ flourish and feel welcomed.
- Identify and promote resources and programs.
- Ensure focused efforts to assist LGBTQIA+ youth experiencing homelessness.

Building Community Partnerships

- Need for stronger community partnership connections – helping different organizations with similar functions connect.
- Increase awareness of community or City resources available to community organizations.
- Focus on stronger collaboration with the City Council.

External Results
**COMMON
THEMES**
(Target Goals)

- **Outreach to all groups** – beyond social media; use flyers, in person opportunities.
- **Communicate transparently**, maintain group connections to continue progression.
- **Educate proactively**, understanding of differences before it becomes problematic.
- **Develop actionable/visible response** to identified needs – take feedback seriously.
- **Partner with non-profits, community agencies** to connect resources, assist in enhancing their services.
- Provide **official City stance** and status of discussion **for Non-Discrimination Ordinance**.

INPUT RECEIVED

(NDO) Nondiscrimination Ordinance

- **Construct City plan** with input from various internal and external stakeholders.
- **Provide training and education** around non-discrimination so practices are part of City culture.

Put the **following messages** out so everyone is informed and aware of NDO status:

- This is what we are committed to...
- If need support, here is where resources can be provided...
- If you want to be more involved here is what you can do...
- Involve all departments and develop partnerships so residents, businesses, staff, and visitors receive same powerful message of an equitable, welcoming, and diverse City of Chandler.



Internal Community -City Employees-

Internal Employee Assessment | April - June

- **DEI Survey for City Employees**

726 surveys submitted – approx. 32.9% of City staff.

Survey results were analyzed to identify the overall results across all respondents and by demographic group. No significant outliers found in results based on specific demographic (race, gender, age, etc.).

- **Focus groups facilitated by CPS HR**

Five focus groups including one for Directors/Managers, one for Supervisors, and three for Non-Supervisory staff.

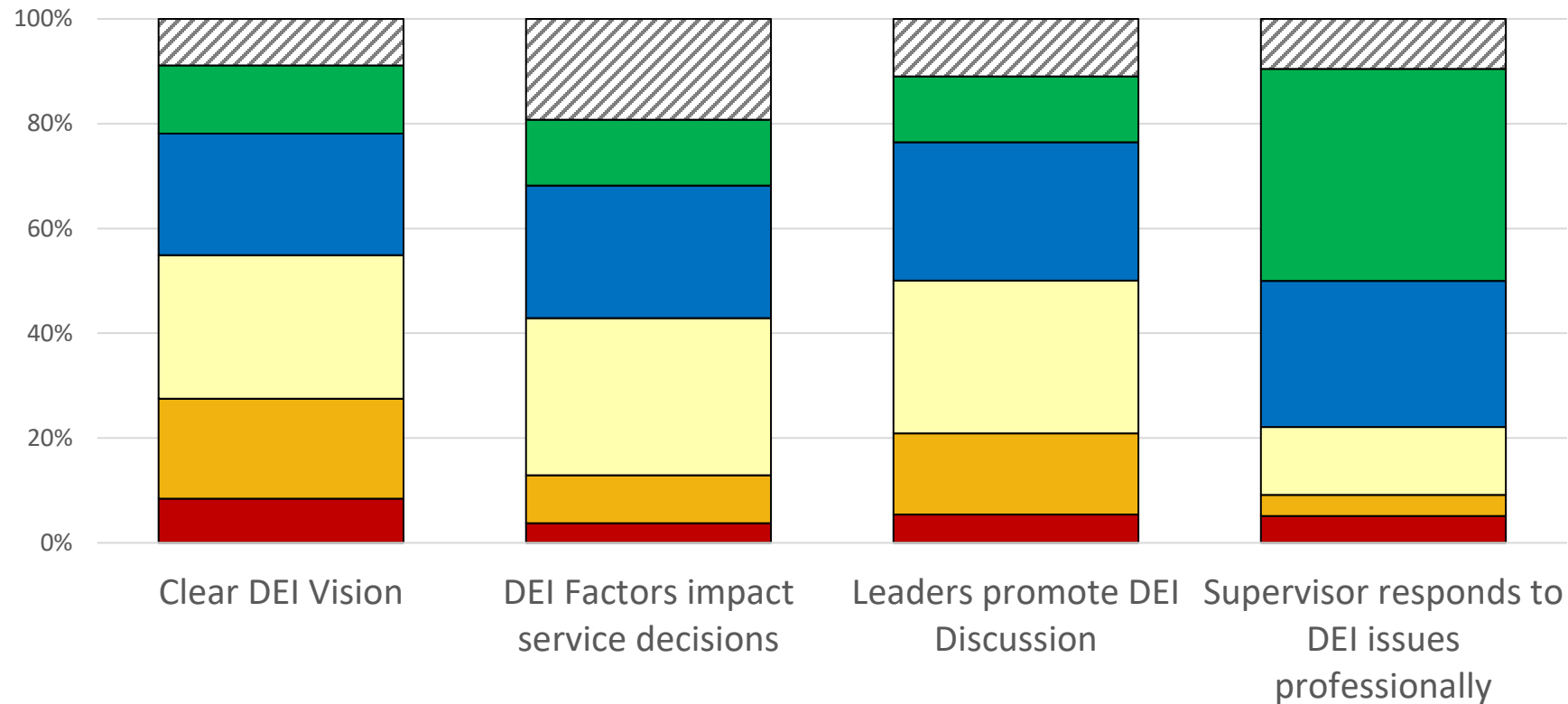
Total of 75 participants were selected from 140 interested staff. Individuals were randomly selected by CPS HR based on work and professional demographics.



Survey Results

Average DEI Organizational Response Trends:

17.6% Strongly Disagree/Disagree; 24.9 Neutral; 45.4% Agree/Strongly Agree;
12.1% Do Not Know

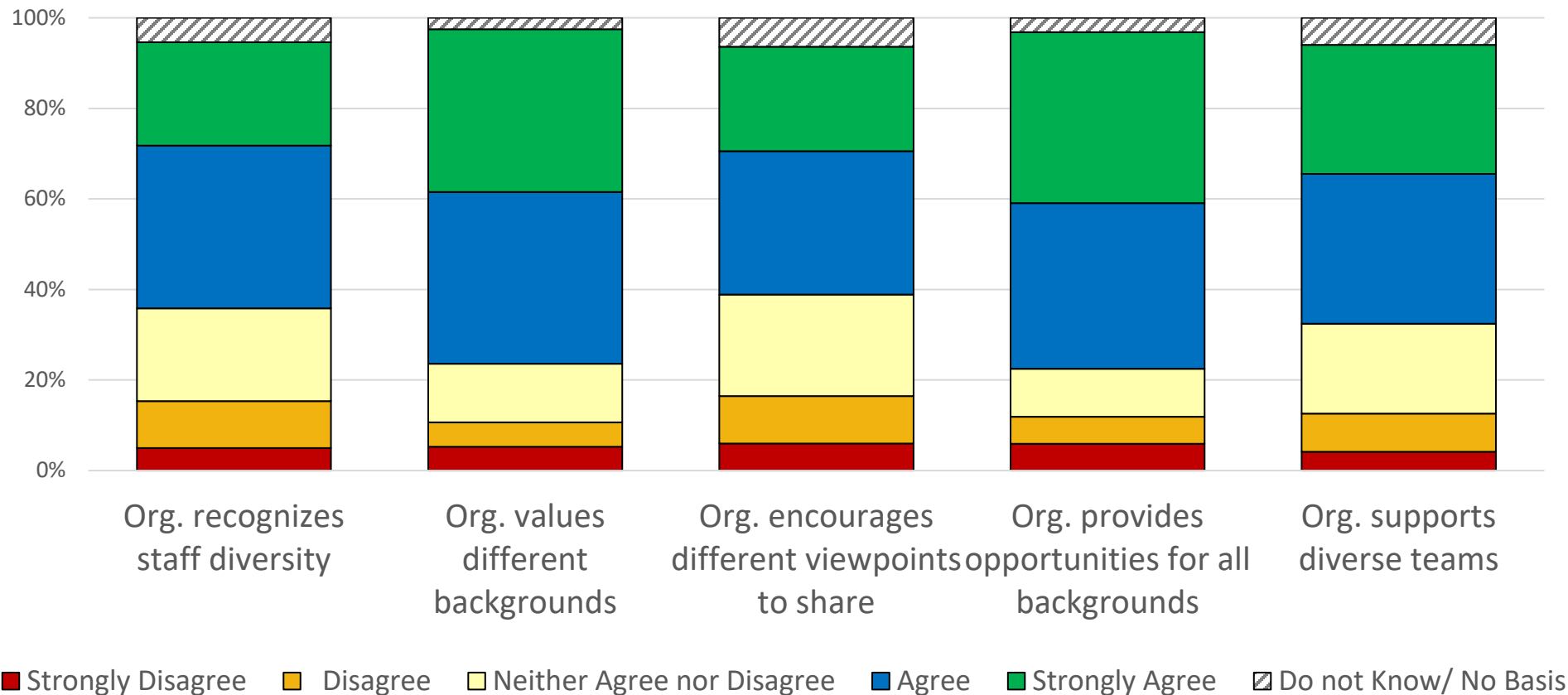


Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree Do not Know/ No Basis

Survey Results

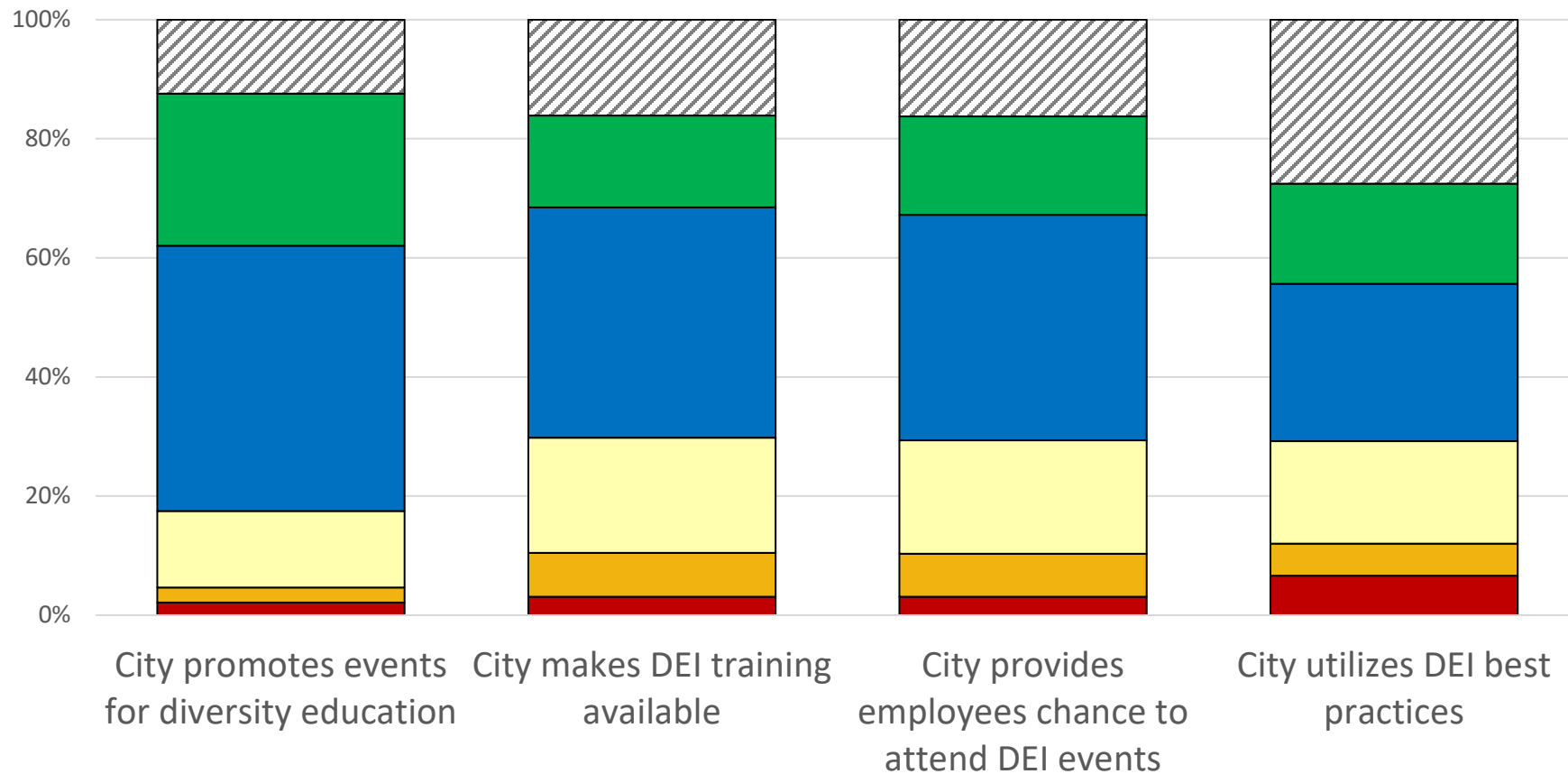
Average Staff Diversity Response Trends:

13.1% Strongly Disagree/Disagree; 17.3 Neutral; 67.7% Agree/Strongly Agree;
4.7% Do Not Know



Survey Results

Average Education Oriented Opportunities Response Trends:
9.4% Strongly Disagree/Disagree; 17.1 Neutral; 55.5% Agree/Strongly Agree;
18.1% Do Not Know





Focus Group Recommendations

Promote DEI discussions in the workplace

Streamline top-down messaging related to DEI initiatives and programs

Develop and communicate a clear DEI vision

Ensure cultural sensitivity in the workplace

Expand development opportunities for future leadership (with focus on DEI)

Evaluate service delivery impacts through a DEI lens

Expand DEI Training

Promote employment opportunities and leadership development to diverse communities

Ensure hiring processes are fair, consistent, and non-biased

Internal Results
**COMMON
THEMES**
(Target Goals)

- Create and communicate a **sustainable vision** for City's DEI Program.
- Find opportunities to **improve the recruitment and hiring** of diverse candidates.
- Enhance **DEI training**, leadership development, and cultural awareness.
- **Streamline information sharing** for DEI initiatives and expand awareness.
- Promote **DEI discussions** in the workplace.

Roadmap To Reaching Goals

Phase I:

Establish Targeted
DEI Goals

Phase II:

Reassess and
Prioritize

Phase III:

Consider New or
Additional Goals

Phase I TARGET GOALS

EXTERNAL

- **Outreach to all groups** – beyond social media; use flyers, in person opportunities.
- **Communicate transparently**, maintain group connections to continue progression.
- **Educate proactively**, understanding of differences before it becomes problematic.
- **Develop actionable/visible response** to identified needs – take feedback seriously.
- **Partner with non-profits and community agencies** to connect resources, assist in enhancing their services.
- Provide **official City stance** and status of discussion **for Non-Discrimination Ordinance**.

INTERNAL

- Create and communicate a **sustainable vision** for City's DEI Program.
- Find opportunities to **improve recruitment and hiring** of diverse candidates.
- Enhance **DEI training, leadership development, and cultural awareness**.
- Streamline **information sharing** for DEI initiatives and expand awareness.
- Promote **DEI discussions in the workplace**.

Phase II & III TARGET GOALS

Phase II: Reassess and Prioritize

- **After one year of working on Phase I:**
 - Utilize the Chandler Human Relations Commission to address concerns on both internal and external issues.
 - Assess progress of everything mentioned in phase I (measurable outcomes).
 - Prioritize what needs to be added, maintained, or taken away based on accomplishments.
 - Repeat what was done in a 2.0 version based on appropriate changes.

Phase III: Consider New or Additional Goals

After one year of working on Phase II:

- Consider the additional topics outlined on next slide to add and address.

ADDITIONAL GOALS TO CONSIDER

Create mechanisms for the community to track DEI related concerns and metrics to assess progress in resolving them.

Evaluate current internal interview practices to increase education among all hiring officials to ensure an awareness of unconscious bias in hiring.

Explicitly recognize all cultures represented in the City of Chandler (Non-clumping of ethnic groups).

Encourage community groups to find new ways to grow and diversify their membership.

Introduce a way for people (internal & external) to anonymously raise DEI concerns and participate in a guided conversation when appropriate.

Next steps for Chandler DEI

Create a strategic plan for the Division based on recommendations from the CPS HR Assessment

- DEI Manager & Human Relations Commission

Example Action Items:

- Work with CAPA on additional advertising opportunities to reach Chandler residents.
- Create opportunities to promote nonprofit and community agencies services on a more frequent/reoccurring basis.
- Work with City's Executive Leadership Team, Employee Advisory Committee and the Interdepartmental Diversity Team to communicate a sustainable vision for City's DEI Program.
- Work with HR /Organizational Development to increase DEI education and training opportunities for City employees.



ANY QUESTIONS?



Diversity, Equity & Inclusion

