

# FIRST ANNUAL DIVERSITY REPORT FOR MARICOPA COUNTY 2005



*Diversity*  
*It makes a difference*





**Maricopa County**  
**First Annual Diversity Report**  
**2005**

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## **Dedication**

Our first annual Diversity Report is dedicated to the memory and honor of Rosa Parks. Ms. Parks is best known for her refusal to give up her seat on a bus on December 1, 1955. Though reportedly an unplanned act, the refusal of an African American passenger to give her seat to a Caucasian passenger is often credited with the start of the Civil Rights Movement. In her 1994 book *Quiet Strength*, Parks wrote of the moment: “an opportunity was being given to me.” This opportunity led to the 1956 Supreme Court ruling of segregation on transportation as unconstitutional, and ultimately ended legal segregation throughout the country. Parks remained active in the Civil Rights Movement throughout her life. In 1996, she was presented with the Presidential Medal of Freedom by then President Bill Clinton, and with a Congressional Gold Medal in 1999.

Parks died at the age of 92 on October 24, 2005. She was the first woman to lie in state at the Capitol—an honor usually reserved for Presidents of the United States.



***Rosa Parks***  
***Civil Rights Pioneer***  
***February 4, 1913—October 24, 2005***



## *A Message* *from the* *County Manager*

I am very pleased to present the first ever Maricopa County Annual Report on Diversity. In April 2004, Maricopa County hired its first Diversity Director, Tony Lopez. In May 2004, we launched a County-wide Diversity Program of nine initiatives for departments to embrace diversity as an integral and evolving part of our County culture. The plan clarifies how diversity will enhance the County's business advantage and prepare the workforce of the future. The plan directly serves the Board of Supervisors's Strategic Plan, as one of our goals (S.P.6.2) is:

*"By July 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community."*

In Maricopa County, diversity means inclusivity. The idea of embracing inclusivity is not an easy goal to measure or quantify. It not only includes such concrete measurements as numbers and specific recruitment techniques, it also includes assurance that all employees feel heard, accepted, and included. We believe that the first step is simply to create cultural awareness, and this is something that we have certainly seen happen in the past year and a half. In addition to our Diversity Director, there are many supporters, advocates, teachers, and heroes throughout the county who have contributed to the success of the program. We are confident that our initial successes will lead to even greater ones. As anthropologist Margaret Mead said, "Never doubt that a small group of thoughtful, committed citizens can change the world."

**David R. Smith**  
**Maricopa County Manager**



## ***Leadership Takes a Stand***

"Maricopa County has an open employment policy, which includes external recruitment efforts and an expanded training and education program for our employees. We have incorporated county wide use of diverse hiring panels and created partnerships with organizations representing the diverse segments of our community. With these measures in place, we are creating a diverse workforce that makes us stronger as an organization and an employer of choice in Maricopa County."

Fulton Brock, District 1

"Maricopa County's Strategic Plan reflects our commitment to hire and maintain a quality workforce that accurately represents the diversity of our community. Diversity lends strength to our community."

Don Stapley, District 2  
2006 Chairman

"A government workforce that reflects the diversity of citizens it serves is a worthy goal."

Andrew Kunasek, District 3

"As an Air Force Veteran, I am an advocate for freedom. I am so proud to be an American, where our rights and freedoms are extensive. Maricopa County strives to ensure that these rights and privileges are protected for all its citizens, regardless of our differences. A diverse workforce is the foundation of those freedoms."

Max Wilson, District 4

"Government must represent the people it serves. In order to do this, government must reflect the diversity of its constituents at *all* levels. Without this, equity for all peoples will never be achieved. This is our charge."

Mary Rose Wilcox, District 5



## ***Maricopa County Board of Supervisors***

*Andrew Kunasek, Max Wilson, Mary Rose Wilcox, Don Stapley, Fulton Brock*

## **Diversity Mission Statement**

The Diversity Office serves to create a productive work environment representative of the citizens we serve and reflective of the changing demography of Maricopa County. The foundation of our philosophy is to clearly articulate our intention to both our employees and the general public: to create a culture that enhances our ability to hire, retain, develop, manage, and promote a diverse workforce, and that celebrates this diverse workforce. Our diversity initiatives directly serve one of the County's seven Strategic Priorities: to maintain a quality workforce.

Diversity represents those human qualities that are different from our own and outside of the groups to which we personally belong. Diversity incorporates the primary characteristics of age, ethnicity, race, gender, sexual orientation, physical abilities and challenges. Diversity dimensions also include educational background, geographic location, parental status, military experience, religious beliefs and social, economic and political acculturation. Diversity is not about ignoring our differences, but rather about acknowledging, celebrating, and gaining strength from them.

## **Diversity Vision**

- Maricopa County will strive to be a multicultural organization with diversity at all levels, from entry to the highest ranks.
- The County will nurture an environment that is open and inclusive, and enables all individuals to perform to their fullest potential. All members of the Maricopa County workforce will be valued for their unique backgrounds and particular contributions to our collective success.
- By capturing the strengths of our differences, and leveraging them to gain competitive advantage, the County will meet or exceed the expectations of our customers, employees and Board of Supervisors.
- The County will identify and develop decision makers who are capable of understanding what is required to successfully compete in the multicultural market segments and communities in which we do business.
- The County will be an "Employer of Choice" because of our ability to attract, develop, motivate, reward, recognize, and retain highly skilled and talented individuals who represent all dimensions of diversity.

## **Accomplishments 2004-2005** **(2004-2005 Diversity Plan initiated May 2004)**

### **1. Develop a Diversity Plan for every department within sixty days that includes external recruitments, internal promotions and career planning.**

Most departments have submitted their diversity plans within their semi-annual reports. We will continue to work with all departments to encourage development of diversity initiatives specific to their needs.

### **2. Incorporate the diversity plan and key measures in every director's performance plan.**

This was completed by the County Administrative Officer in 2004.

### **3. Tell the diversity story by providing each department's semi-annual reports to the County Administrative Officer documenting diversity efforts.**

The Management Team was briefed on this requirement in December 2004 and most departments submitted their semi-annual reports in January and July 2005.

The Diversity Office is currently examining how to improve reporting, regarding a) how to initiate reporting that is more accurate and comparable across departments, and b) how to increase the timely return rate of reports.

### **4. Expand external recruitments, internal promotions, and career planning to non-traditional job fairs and recruitment sources.**

Expanded diversity recruitment has been accomplished by most county departments for the higher paying professional and management job vacancies. Although some departments will occasionally use diverse interviewing panels, more emphasis is needed for a consistent county-wide use of diverse hiring panels. 33 diversity appointments have been accomplished from May 2004 through September 2005.

The Diversity Office utilizes both traditional and non-traditional recruitment resources. We continue to establish links and partnerships within the county, maintain a constant visibility in the minority communities, and regularly attend special job fairs and expos. These events include but are not limited to: Phoenix Diversity Career Fair, Phoenix Workforce Connection, ASU Career Day Events, Black Expo, Hispanic Women's Conference, Chicanos Por La Causa Monthly Job Fairs, Urban League Job Fairs, Native Nations Job Fair, Grand Canyon Minority/Women Supplier Trade Shows, and church conferences.

A formal Diversity Task Force for recruitment has not yet been appointed. However, a recruitment team approach is utilized; Diversity Office employees work closely with Human Resources employees in order to increase diversity recruitment at all levels. In addition to Tony Lopez, County Diversity Director, Trux Truxon, Regional Development Services Agency Diversity Manager, and Johnnie Funderburg, MWBE Program Manager, there are approximately 10 individuals across departments who are directly involved in diversity recruitment efforts.

The Diversity Office is currently working with Human Resources on implementing career planning and training programs which will guide all interested employees to achieve advancement.

**CONTINUED...**

**5. Develop Diversity training programs through Staff Development & Training.**

The Diversity Office provided leadership and evaluation support to the Diversity Curriculum Committee and Staff Development while they designed a new awareness course, "Organizational Values: Valuing Diversity." Since implementation, Staff Development has trained approximately 50 department trainers on how to present the course.

Individual departments are responsible to deliver the training to all of their staff. As of October 2005, approximately 25 departments initiated their training and more classes have been scheduled either at the department level or through the quarterly training calendar. In addition to this official diversity training, over 190 diversity-related trainings were offered throughout the county in 2005.

**6. Establish a Diversity Plan Website.**

There are now Diversity sites on the County's Internet and Intranet. Updates are routinely made by the Diversity Office.

Internet: [www.maricopa.gov/diversity/default.aspx](http://www.maricopa.gov/diversity/default.aspx)

Intranet: [ebc.maricopa.gov/training/diversity](http://ebc.maricopa.gov/training/diversity)

**7. Establish Internships and Mentoring Programs.**

A comprehensive paid Internship Proposal was developed by Public Works and approved by the Office of Management and Budget and the Board of Supervisors in July 2005. The Diversity Office served on the committee to implement this initiative.

A comprehensive heavy equipment (Road Builder) training program for high school graduates has been researched and recommended for a certified Apprenticeship Program by Public Works. The Diversity Office serves in a supporting & advisory role for this Grow Your Own Heavy Equipment Operator program.

The County Manager's Office sponsors one Fellow each year from the National Urban Fellows program, which "prepares men and women with diverse backgrounds to be leaders in government, non-profit and private sector businesses to sustain and enhance urban communities."

**8. Prepare annual Diversity Progress Report.** This is the first annual Diversity Report for 2005.

**9. Utilize employee feedback on how best to celebrate diversity in Maricopa County.**

The first Diversity Needs Assessment was conducted in August 2004, with an approximate 23% response. Surveys will continue to be utilized. Much of the information obtained from this survey resulted in the diversity training recommendations and job site discussions about the County diversity plan and how it fits into the County business plan. In addition, several diversity celebrations were initiated during this measurement period, including Hispanic Heritage month events, the Civil Rights Celebration, the Cesar Chavez Luncheon, and a variety of departmental events. With increased funding more events can be scheduled and made available for all County employees.

Celebrations have been planned with the Hispanic Network and we have been in a leadership position to encourage and develop the African American Knowledge Network and the Native American Connections organizations. These networks and affinity groups serve to encourage a workplace environment that promotes trust, respect, teamwork, and equal opportunity.

In October 2005, the Diversity Council was established, which includes staff from many different departments. The charge of the Diversity Council is to plan and publicize events and celebrations, to be diversity advocates within their own departments, and to offer new ideas to Human Resources, the Diversity Office, and the County Manager regarding diversity enhancement both internally and externally. The Council is still being formed; currently there are approximately 25 members.

## **Departmental Diversity Progress Reports**

Since the implementation of diversity initiatives, departments have been required to document diversity efforts by submitting semi-annual reports to the Diversity Director and the County Manager (See 2004-2005 Initiative #3). As each department is given the freedom to develop their own specific implementation plan, there is room for much innovation and creativity. Many departments recognize the significance of this work; as the Judicial Branch asserts, "Recognizing that the world and community is changing, it is incumbent upon us to continually work to ensure that the faces of our workforce reflect the faces of the community we serve." Highlights of some actions outlined in the July 2005 reports include:

- Many departments have distributed and displayed the Diversity program posters and materials, such as the Stadium District, the Sheriff's Office, and the County Auditor.
- Several departments include diversity columns/information in their weekly or monthly newsletters, such as Human Resources, Parks and Recreation, and Correctional Health.
- New Employee orientations/departmental retreats have been expanded to include diversity components. This includes departments such as Correctional Health, Human Services, and Health Care Mandates.
- Several departments have hosted diversity related celebrations, such as Human Services, Integrated Criminal Justice Information Systems, and Recorder/Elections.
- Over 22 departments have hired or appointed diversity coordinators/consultants or have official committees/groups focused upon promoting inclusivity and fair practices.
- Several departments have established outreach efforts and community services in both English and Spanish, such as Animal Care & Control, Clerk of the Board, the Star Call Center, and Environmental Services.
- Some departments have reached out to the diversity office as partners in recruitment or internal promotions. Departments such as Correctional Health, Public Health, the Library District, and the County Auditor are active in diversity recruitment efforts.

These are just some of the common threads seen in the implementation of diversity initiatives. The diversity office will continue to work with department directors and diversity coordinators to create and carry out initiatives that are appropriate and realistic for each department.

## **Diversity Office Partnerships & Awards**

The Diversity Office has created links within our community; we have established relationships with the Diversity Offices in Phoenix, Mesa, Scottsdale and Glendale. Membership was placed in the Diversity Leadership Alliance and a working relationship has been established with minority newspapers and organizations.

In October 2005, Maricopa County received two AZSHRM Workforce Diversity Awards. The Arizona Society for Human Resource Management (AZSHRM) gives annual awards representative of best practices in diversity and inclusion for the entire State of Arizona. This year, Maricopa County Diversity Office won the Government Award, and Maricopa County Diversity Director Tony Lopez won the Diversity Champion Award.

## **Maricopa County Diversity Champions**

Maricopa County has many employees who are officially and unofficially involved in diversity efforts related to recruitment, celebrations, and promoting an inclusive working environment. We honor the following individuals for their support and dedication to our mission this past year.

### **Mike Ellegood**

Maricopa County Public Works Director,  
Transportation Director & County Engineer



“We live and work in a diverse community, and it is important that all of us in Maricopa County celebrate that diversity by assuring that people of all backgrounds are included and have the opportunity to compete and to succeed in this richly endowed county.”

### **Theresa Jackson**

Judicial Services Administrator II,  
Americans with Disabilities Act Coordinator,  
Office of Court Facilities

“Diversity in Maricopa County is a high priority and significant goal. As employees, we are fortunate to work in a governmental system that values each and every one of its employees regardless of race, gender, culture, disability, life style, opinion or perspective.”



### **Barbara Mundell**

Presiding Judge, Maricopa County Superior Court



“It is the Court’s duty to protect individual rights, regardless of a person’s skin color, gender, religion or creed. The Court’s credibility and integrity is based on the public’s trust and confidence in how well the Court performs its duty. Therefore, we need a workforce that reflects the community we serve, but more importantly, we need a workforce that respects and honors all people and their cultures.”

# Maricopa County Diversity Champions

## **Enrique Ramirez**

Analyst, Office of the Chief Information Officer



“Maricopa County is definitely moving in the right direction by offering diversity training sessions to employees. These sessions are invaluable as they promote diversity awareness and communication, further helping tear down barriers in the work place. Hats off to you Maricopa County!”

## **Joy Rich**

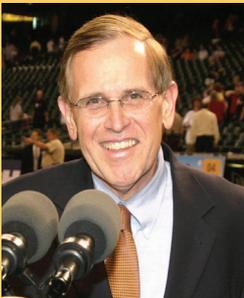
Assistant County Manager, Regional Development Services Agency

“The more diverse our workforce becomes, the better we do our jobs. It is very rewarding to see our staff members appreciate and value the differences in one another. Together, we are building a stronger Maricopa County.”



## **Bill Scalzo**

Assistant County Manager, Community Services Division

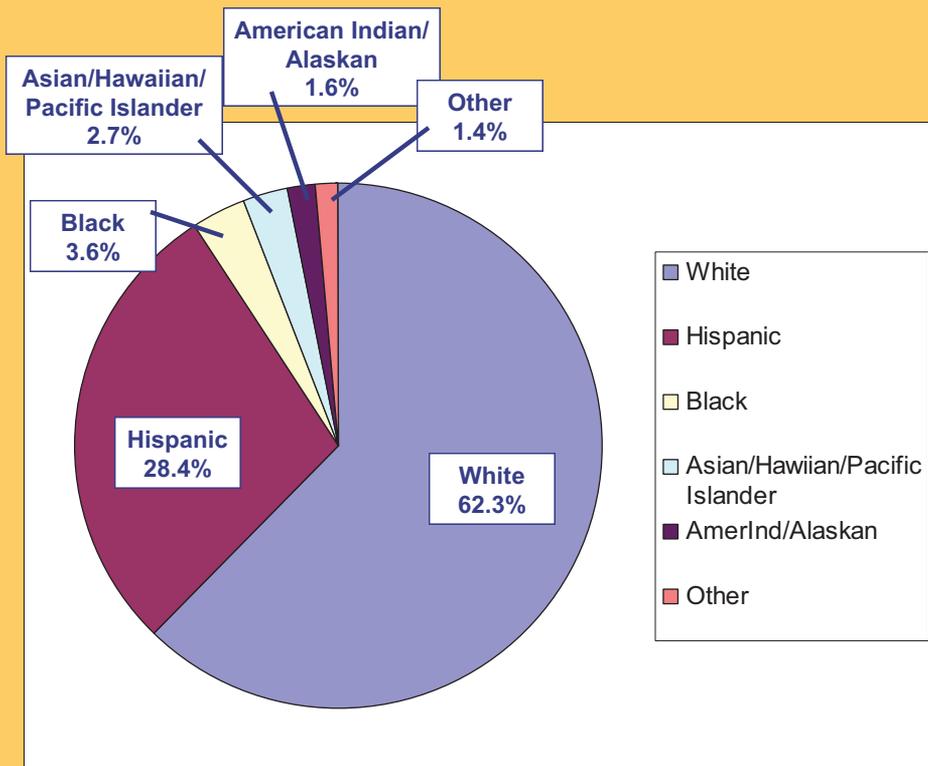


“Diversity is very important to sustain any organization. Our customers are a diverse group with various needs and patterns of park usage. We as an organization are diverse in many ways from what we do to who we are. As a result, we need a diverse staff united in our efforts to best serve our clients. Each of our staff brings their personal experiences and enriches our agency. Whatever our achievements, they are only as good as how we respect each other, support each other, and recognize and respect each others’ differences.”

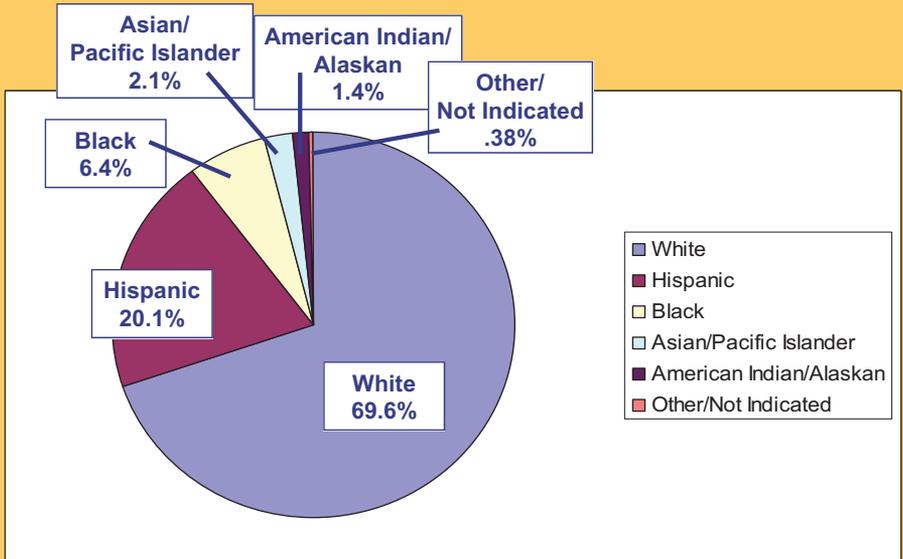
The population of the United States is rapidly changing, growing ever more diverse. This is especially so of Maricopa County. For example, while the 2000 Census reported the Maricopa County Hispanic population as 24.8%, the 2004 estimate has grown to 28.4%. As a public organization, it is our goal to be representative of and responsive to our population. The following charts show strides that have been made in this area since the inception of our diversity program. We pledge to continue with these efforts.

## Maricopa County Population by Ethnicity

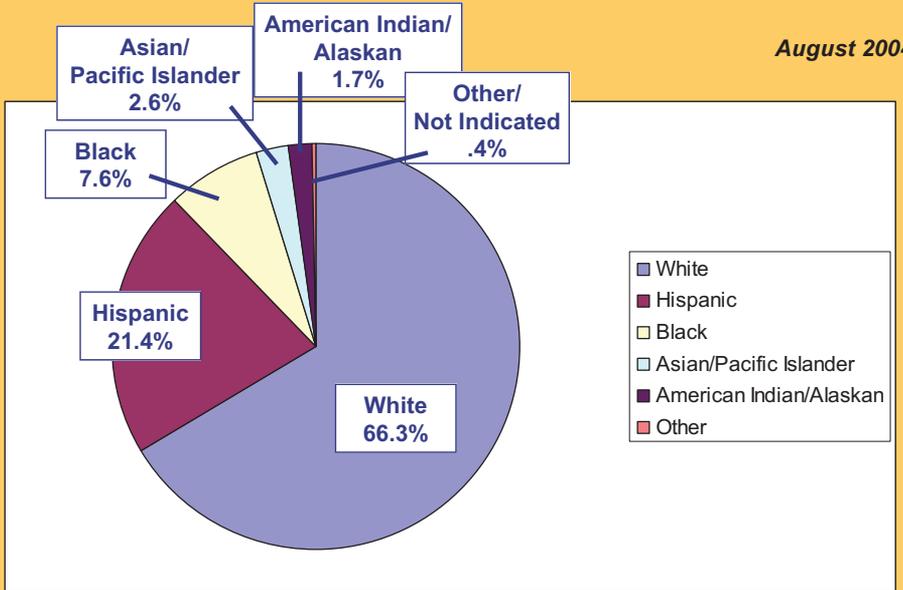
(U.S. Census Bureau, 2004 Community Survey)



# Maricopa County Employees by Ethnicity



August 2004

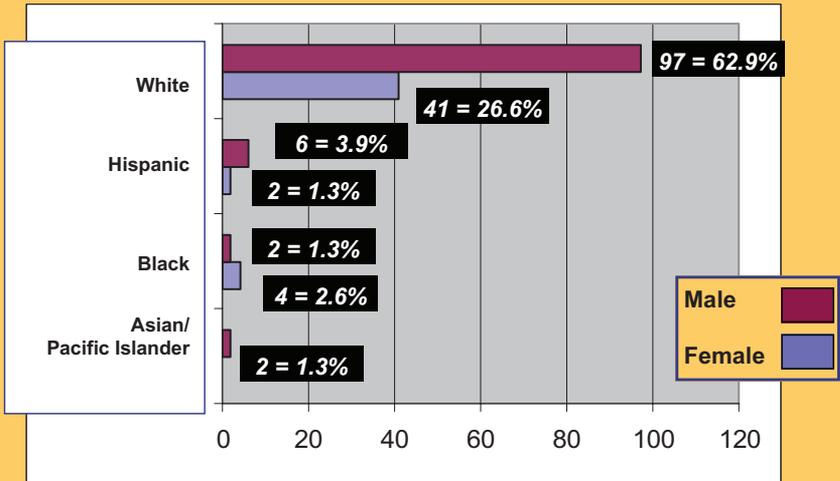


November 2005

# Maricopa County Upper Management

## April 2004

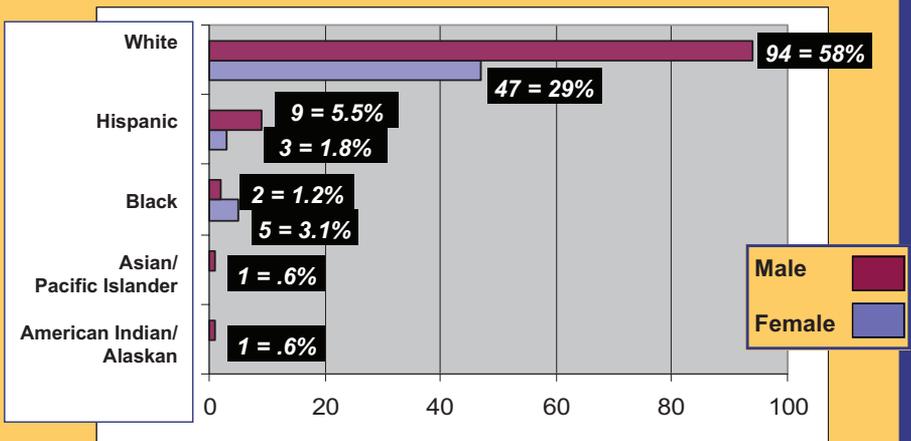
Total Managers: 154



# Maricopa County Upper Management

## October 2005

Total Managers: 162



## ***The Future of Diversity at Maricopa County: 2005-2006 Diversity Initiatives***

### **Goal 1: Management Accountability: Recruitment and Retention.**

Incorporate a recruitment and retention plan with key measures in every director's performance plan and every department's action plan. The director's performance plan will include plans to increase diversity at the professional and organizational management levels. The action plan will be based on program funding levels and the available workforce population in Maricopa County. Each department will implement their diversity action plan and quarterly diversity reports will be submitted to the County Manager.

Establish measures for each department that include external recruitments, internal promotions, and career planning successes.

Establish human resources procedures to ensure diverse opportunities at every stage of the processes.

### **Goal 2: Celebrate Diversity Inclusiveness in Maricopa County.**

In conjunction with the Maricopa County Hispanic Network, African American Knowledge Network, American Indian, Asian American, women's organizations and other external and internal groups, create opportunities to celebrate diversity. The Diversity Director will meet with the Maricopa County Hispanic & African American Knowledge Networks and Diversity Council to outline diversity initiatives. Participant recommendations will be encouraged in order to identify diversity-celebration opportunities that are consistent with the County's overall mission and Managing for Results goals.

For this measurement period, celebrations have been identified to coincide with the National Civil Rights Day, the County Employee Picnic, and a special event to commemorate the contributions of Cesar Chavez.

### **Goal 3: Compile the Diversity Profile Data in the Diversity Office.**

Record the County's diversity profile with appropriate data collection.

### **Goal 4: Establish links between the Maricopa County Diversity Initiatives and the Career Development Systems and Programs, including the County's succession planning policy.**

The components of a Career Development System include: a mission statement and vision, goals, programs/activities that support and link with other systems, an understanding of how this system benefits all stakeholders (organizational & employee benefits), a succession planning policy, career assessment, a facilitated mentoring program and policy, and an impactful performance evaluation system.

### **Goal 5: Focused Diversity Recruitment and consistent use of Diversity Interviewing Panels.**

A recommended list of recruitment contacts has been compiled and made available through the Diversity Office. Consistent use of this recruitment list is required to assure the County workforce will mirror the community populations we serve. In addition, all interviews should include a diversity panel interview process.

### **Goal 6: Increase Article 3 and Article 5 purchasing of goods and services from the diversity MWBE business community. Set appropriate measures and compile annual statistics.**

### **Goal 7: Establish Student Internship Programs to provide new diversity candidates for recruitments.**

*Diversity Dream Team*



Tony Lopez, Maricopa County Diversity Director  
Johnnie Funderburg, MWBE Program Manager  
Fentress L. Truxon "Trux", Regional Development Services Agency Diversity Manager

Obtain more information about Maricopa County's Diversity Program:

Tony Lopez, Diversity Director  
602.506.8094

or visit the following websites:

[www.maricopa.gov/diversity/default.aspx](http://www.maricopa.gov/diversity/default.aspx)

Or

[ebc.maricopa.gov/training/diversity](http://ebc.maricopa.gov/training/diversity)



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Cover art: Lee Feldmeier  
Report design/editing: Jessica Berg