

CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 876-6800

EXECUTIVE DEPARTMENT
JOHN H. CORCORAN
City Manager

June 14, 1973

MEMORANDUM NO. 7

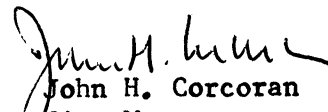
TO ALL DEPARTMENT HEADS:

The City of Cambridge had retained Peat, Marwick, Mitchell & Co. to assist us in developing a financial accounting and management information system. The development of the system will require the cooperation and assistance of all department heads and key employees.

Messrs. Wesley Gardner or Michael Hursen, representatives of PMM&Co., will be contacting you to arrange a convenient appointment for an initial meeting. In the course of that meeting they wish to discuss the following:

1. The departmental organization structure, i.e., the lines of reporting within your department.
2. The processing flow of accounting transactions and functions within your department.
3. The data, reports, and other accounting transactions and information processed to the Internal Audit, Treasury, and Budget and Personnel Departments.
4. A statement of your financial reporting requirements and needs, and your comments regarding the current accounting system.

Yours very truly,


John H. Corcoran
City Manager

JHC/m

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CITY OF CAMBRIDGE

INTEROFFICE CORRESPONDENCE

To All Department/Agency/Bureau Heads and All Union Representatives **Date** May 23, 1973

From Robert J. LeBlanc, Acting Director of Budget-Personnel Department **Reference**

Subject RICHARD SIEGEL & ASSOCIATES CONTRACTED FOR CLASSIFICATION SYSTEM DEVELOPMENT AND ORGANIZATIONAL STRUCTURE.

Please be advised that pursuant to collective bargaining agreements and contract provision with both the Department of Labor and the Department of Housing and Urban Development under the Public Service Career Program and the Emergency Employment Act, the City Manager has executed a contract with Richard A. Siegel Associates of Brookline.

Under the provisions of this contract Mr. Siegel shall work through the Department of Budget-Personnel to perform the following functions:

1. Prepare after appropriate consultation and supportive analysis a departmental organization chart and profile identifying each division or functional unit, identifying relationships of each with the whole departmental organization.
2. List all personnel within each unity and department, identifying level of compensation, and job function. This task will be accomplished by developing job descriptions. Job descriptions will be prepared by supervisors and employees after appropriate training by Richard Siegel and Associates.
3. From the above material construct a city organization manual. Also develop and provide a topical model for a city personnel policy. As part of this task collect five personnel policy manuals from other public and private resources to serve as examples of comprehensive personnel code.

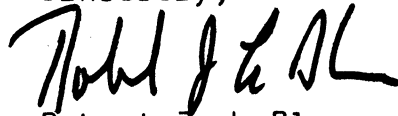
It is the intent of the City Manager, and a necessary step in designing a modern budgeting and personnel system, to develop a true picture of the city in terms of structure and classification systems. Mr. Siegel will be working with you to achieve this goal and his success depends upon your cooperation. With that cooperation we can insure a system which provides equitable pay schedules for employees and efficient departmental operation.

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During the coming weeks interviews will be set up through my office with you and Mr. Siegel.

Thank you in advance for your cooperation.

Sincerely,

A handwritten signature in dark ink, appearing to read "Robert J. LeBlanc", written in a cursive style.

Robert J. LeBlanc
Acting Director,
Budget-Personnel Dept.

RLB:vrk



CITY OF CAMBRIDGE
INTEROFFICE CORRESPONDENCE

To ALL DEPARTMENT HEADS

Date MAY 21, 1973

From ROBERT J. LE BLANC, ACTING DIRECTOR OF
BUDGET-PERSONNEL DEPARTMENT

Reference

Subject RATE OF PAY SUMMER POSITIONS

PLEASE BE ADVISED THAT UNLESS OTHERWISE STIPULATED ALL SEASONAL EMPLOYEES TO BE HIRED THIS SUMMER SHALL BE EMPLOYED IN EITHER CLERICAL AIDE OF LABORER POSITIONS AT A RATE OF (\$2.50) PER HOUR FOR AN INITIAL PERIOD OF NOT MORE THAN THIRTY (30) WORKING DAYS.

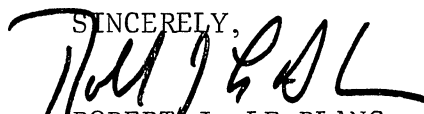
IN ACCORDANCE WITH THE CITY MANAGER'S MEMORANDUM OF FOUR WEEKS AGO, AND WITH HIS PERSONNEL POLICY ALL DEPARTMENTS SHOULD INDICATE BY INTERNAL REQUISITIONS TO THE BUDGET-PERSONNEL DEPARTMENT THE FOLLOWING:

1. NUMBER OF POSITIONS.
2. THE TIME FRAME, AND A CERTIFICATION THAT THERE ARE SUFFICIENT FUNDS AVAILABLE FOR THIS PURPOSE.

DURING THE COMING WEEK OFFICIAL INTERNAL REQUISITION FORMS WILL BE FORWARDED TO THE APPROPRIATE DEPARTMENTS. UNTIL THAT TIME WRITTEN MEMORANDUM SHOULD BE USED.

IN THOSE SITUATIONS WHERE SEASONAL OR TEMPORARY POSITIONS IN OTHER CLASSIFICATIONS ARE DEEMED NECESSARY DEPARTMENTS SHOULD STATE THE NATURE OF THEIR REQUEST, AND STIPULATE IN DETAIL THE NEED FOR THE POSITION REQUESTED.

I WOULD APPRECIATE IT IF YOU WOULD ADVISE ME OF ANY PARTICULAR PROBLEM IN THE IMPLEMENTATION OF THIS PROCEDURE, AND AN INDICATION OF THOSE AREAS WHERE THE POLICY MAY NOT APPLY.

SINCERELY,


ROBERT J. LE BLANC,
ACTING DIRECTOR OF
BUDGET-PERSONNEL DEPARTMENT

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