

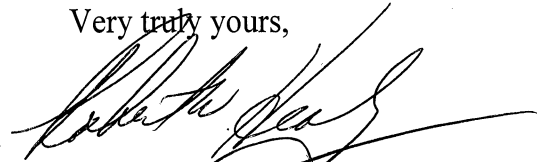
eating disorders, money management, children with behavioral problems, adolescent use of drugs and/or alcohol, emotional support in selecting appropriate care for elderly parents, decision making and problem solving, facing a serious illness, gambling activities, managing stress, adjusting to separation or divorce, marital counseling, or domestic violence.

Organizational Development Initiative

In the fall of 1998 the City held two management retreats (for approx. 120 managers in the City), and collected data from participants on organizational improvements. The data is very informative and presents some interesting suggestions for action.

Recommendations fall into three primary categories: system-wide needs; internal departmental improvements; and use of working groups. We are in the process of asking managers to prioritize the items. Once compiled, we will develop mechanisms to continue work on all three of these areas. The survey forms are attached.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Robert W. Healy', written over a horizontal line.

Robert W. Healy
City Manager

Attachments: Quarterly Report of Internal Training Sessions
Management Development Courses, Programs and Workshops
Retention Data
Organizational Development Surveys

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

October 1 through December 31, 1998

COURSES, PROGRAMS, SESSIONS OFFERED THROUGH DEVELOPMENT AND LEARNING CATALOG:

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
D	Diversity Training	10/7/98	24	6	9
D	Diversity Training	10/8/98	22	7	7
D	Diversity Training	10/14/98	23	7	11
D	Diversity Training	10/21/98	22	7	8
D	Diversity Training	10/27/98	21	4	8
D	Diversity Training	10/29/98	22	6	6
D	Diversity Training	11/2/98	18	5	8
D	Diversity Training	11/5/98	18	4	8
D	Diversity Training	11/9/98	17	4	6
D	Diversity Training	11/13/98	18	5	8
D	Diversity Training	11/19/98	18	2	3
D	Diversity Training	11/20/98	20	9	12
D	Diversity Training	11/23/98	17	5	8
D	Diversity Training	12/1/98	18	2	3
D	Diversity Training	12/2/98	14	4	8
D	Diversity Training	12/9/98	20	4	11
D	Diversity Training	12/10/98	18	3	6
D	Diversity Training	12/16/98	17	4	9

CODES FOR TYPE OF TRAINING:

D Diversity
 G General Skill Development, including core curriculum
 H Personal Health, Lifestyle, Safety
 M Management Development
 S Customer Service
 O Other

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
D	Diversity Training	12/17/98	20	4	4
D	Diversity Training	12/21/98	17	4	12
D	Holiday Traditions	12/17/98	4	1	3
G	Career Development	10/7/98	4	3	2
G	Clerical Services Examination Information Session	10/28/98	11	4	11
G	Elder Child Disabled Abuse	10/15/98	12	1	8
G	How to be a Smart Consumer	11/17/98	4	1	3
G	Preventing Sexual Harassment	11/19/98	16	4	1
G	Responding to Public Record Requests	10/29/98	8	1	7
G	Using the Internet to Advance Your Career	10/21/98	7	1	4
H	AIDS/HIV/Hepatitis B	12/17/98	9	4	6
H	Preventing Typing Injuries	11/4/98	3	1	3
M	Organization Development Training	10/13/98	49	6	18
M	Organization Development Training	11/5/98	62	10	29
M	The Supervisor's Role in Career Development	10/6/98	5	0	4
TOTAL FOR QUARTER:			578	133 (23.0%)	254 (43.9%)

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MANAGEMENT DEVELOPMENT COURSES, PROGRAMS, WORKSHOPS

April 1997 through December 1998

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS
M	How to Write a Job Description	4/30/97	4
M	Setting Performance Goals	6/5/97	10
M	Management Round Table: Employee/Job Match	7/9/97	10
M	Management Round Table: Challenge at Work	8/4/97	11
M	Supportive Confrontation	9/23/97	7
D,M	City Manager sponsored Diversity Training	9/25/97	52
D,M	City Manager sponsored Diversity Training	10/3/97	46
M	Performance Management	10/8/97	10
M	Management Round Table: Maintaining Good Communication	10/29/97	12
M	Management Round Table: Evaluating Employees	11/5/97	9
M	Making Meetings Work	11/18/97	4
M,S	Internal Customer Service	1/13/98	9
M	Performance Management (DPW)	1/14/98	8
M	Conducting Performance Appraisals	1/28/98	10
M	Performance Management (CDD)	2/5/98	5
M	Expectations of Employees	2/10/98	11
M	Performance Management (DPW)	2/11/98	11
M	Performance Management (Police)	3/11/98	48
M	Performance Management	3/25/98	6

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TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS
M	Formal and Informal Communication	4/1/98	6
M	Flex Time Information Session Management (three sessions)	4/98	73
M	Performance Management	4/17/98	8
M	Early Disciplinary Intervention	5/27/98	11
M	Supervision: Successes and Challenges	6/9/98	10
M	Performance Management	6/26/98	8
M	Performance Management	9/24/98	10
M	The Supervisor's Role in Career Development	10/6/98	5
M	Organization Development Training	10/13/98	49
M	Organization Development Training	11/5/98	62

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Retention Data July 1997 – January 1999

	Percent of All Employees Leaving Employment with City	City Employees Working 20+ hours As of March 3, 1999
Percent by Gender		
Female	48%	31%
Male	52%	69%
Percent by Race/Ethnicity		
White	76%	79%
African-American	16%	16%
Hispanic	5%	4%
Asian/Pacific Islander	3%	1%
Percent by EEOC Category		
Officials / Administrators	6%	7%
Professionals	28%	21%
Technicians	6%	7%
Protective Service	19%	35%
Paraprofessionals	12%	5%
Administrative Support	12%	9%
Skilled Craft	8%	11%
Service/Maintenance	8%	5%

During the reporting time period, 146 employees left employment with the City. 65% percent of those who left on a voluntary basis (and who were not retiring) talked with a representative of the Personnel Department to discuss their perceptions of the City as an employer and their reasons for leaving. The Personnel Department representatives meet regularly to review statistical and anecdotal data to look for patterns, with particular attention to patterns of dissatisfaction.

Data reveal the following: The percentage of females leaving is statistically disproportionate; this seems to be because departments with a traditionally high proportion of males (such as public safety,) tend to retain employees through to retirement, departments with significant numbers of female employees are those where skills are transferable to other positions or where personal reasons factor into job changes.

The number of professional, paraprofessional, and administrative support employees leaving is higher than the current average number of City employees in those categories, but these employees are more likely to have transferable skills and opportunities for advancement. No trends of dissatisfaction could be seen within specific EEO categories, or in specific race/gender categories.

NAME _____ DEPARTMENT _____

Please prioritize the following suggestions from two different perspectives. One being, how important is this item to the overall functioning of the city and the other being how important is this item to the overall functioning of your department. (Some items are categories, those in bold, and others are specific strategies, those in regular type.) If you have no opinion on an item just leave it blank. Please rate all items on a scale of 1-5 with 1 being a low priority and 5 being a high priority. **1 - LOW PRIORITY** **5 - HIGH PRIORITY**

SYSTEM-WIDE NEEDS

city-wide priority	departmental priority	
		EXTERNAL COMMUNICATION "get the word out" to the public
		COMMUNICATION BETWEEN COUNCIL AND STAFF
		1. Topic based round tables with relevant staff and councillors to explore an issue in greater depth
		2. Departmental participation in council goal setting
		INTERNAL COMMUNICATION between and among city departments
		1. central web site or manual that has the mission, function, key contacts, key resources, important info for each department (increase employees awareness of policies & procedures)
		2. regular department head meetings
		3. regular middle management meetings
		4. employee newsletter/electronic newsletter
		5. internal communications officer/ombudsman
		6. orientation program for new employees involving major depts.
		7. opportunities for employees to meet other employees informally i.e., round robin lunches sponsored by different departments
		8. up to date catalogue of on-going collaborative efforts (including participating departments, chair, frequency and time of meetings, and and description of the work)

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SYSTEM-WIDE NEEDS (CONTINUED)

1 - LOW PRIORITY

5 - HIGH PRIORITY

city-wide priority	departmental priority	
		COLLABORATIVE APPROACH TO BUDGET DEVELOPMENT
		1. collaborative goals section in the budget
		2. strategic budget planning with department heads; interdepartmental goal setting around the budget
		INTEGRATED TECHNOLOGICAL SYSTEMS to serve all departments
		PERFORMANCE FEEDBACK/PERFORMANCE EVALUATION
		TRAINING RESOURCES
		1. management/project management
		2. meeting management/facilitation
		3. customer service/phone technique
		4. assistance & guidelines for effective cross-department working groups
		5. other
		REORGANIZATION : consolidation of inter-departmental activities
		OTHER (please specify)



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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

April 5, 1999

To the Honorable, the City Council:

In response to Awaiting Report #99-31 regarding procedures addressing morale in departments, please be advised of the following:

Issues around morale are complicated. Obviously, poor morale can be caused by a number of factors, including management and issues around isolation in one's work, or for personal reasons. Addressing these issues is equally complicated and needs a multifaceted approach. The City does in fact employ a variety of mechanisms to both gauge and address problems of morale.

Training

The City offers numerous courses to all employees through the Development and Learning Catalog. The Personnel Department offers various management development courses, programs and workshops. Attached is detailed information on the attendees and courses offered through Development and Learning Catalog for the last quarter of 1998, as well as a description of management development activities and attendees for the period April, 1997 through December, 1998.

Exit Interviews & Retention Data

Since June 1997, the Personnel Department has conducted exit interviews with employees working 20+ hours/week who are leaving City service. A summary of the findings are attached.

Employee Assistance Program

The City's Employee Assistance Program (EAP) is designed to help employees and family members deal with personal problems that can prevent people from achieving their desired quality of life. The EAP is completely confidential and is available at no charge to the employee. Some of the areas in which the EAP can be helpful include: clarifying important life decisions, anxiety or depression, drug or alcohol dependence,

Consent Agenda #5

2295

Relative to AR #99-31, regarding
a report on procedures addressing
morale in departments.

In City Council April 5, 1999

Referred to

Government Operations Committee

for monitoring and to

Human + Civil Rights Committee

4/7/99 Sent to Councillor Trantford

Sent to Councillor Russell