



City of Cambridge

Consent Agenda # 22

IN CITY COUNCIL

May 1, 1995

MAYOR REEVES

ORDERED: That the attached, **SIX POINT PLAN**, submitted by the NAACP, Cambridge Chapter at the special hearing on Affirmative Action at the City Council meeting held on May 1, 1995 be referred to the Civil and Human Rights Committee.

In City Council May 1, 1995.

Adopted by the affirmative vote of nine members.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

D. Margaret Drury

D. Margaret Drury,
City Clerk

NAACP, Cambridge Chapter

**Special Hearing on Affirmative Action
in the City of Cambridge**

before The Honorable, The City Council

May 1, 1995

SIX POINT PLAN

- 1. Appointment of additional Deputy City Manager - should be person of color**
- 2. Reorganization of the Office of Affirmative Action**
 - * Reports directly to City Council
 - * Offices separate from personnel department
 - * Actively engages assistance of Affirmative Action Advisory Committee
- 3. Individual departmental assessment of affirmative action goals annually - tied to budget process and continued funding (implemented by ordinance)**
 - * Managerial appointments
 - * Individual Departmental minority staff profiles
 - * Vendor/contract awards profile
- 4. City construction set-aside**
 - * Awarding of contracts to businesses 50% or more minority owned
- 5. Appointment of New Personnel Director - must understand and be committed to expediting the goals of affirmative action in the City**
- 6. Establishment of internship program for college students, both minority and non-minority, who are graduates of CRLS, to work in City Departments on a rotating basis (semester based - winter/spring/summer)**



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CITY OF CAMBRIDGE
795 MASSACHUSETTS AVENUE
CAMBRIDGE, MASSACHUSETTS 02139
TEL: 349-4332
FAX: 349-4312

PERSONNEL DEPARTMENT
MICHAEL P. GARDNER
Director

MEMORANDUM

TO: Robert W. Healy
City Manager

FROM: Michael P. Gardner
Personnel Director 

DATE: April 21, 1995

RE: Hiring Statistics, Last Twelve Months; Current City Employment Profile

=====
Periodically our office reviews City hiring/employment records and compares them with our Affirmative Action Plan. We have completed such a review and the summary report is submitted for your consideration herewith.

OVERALL HIRING

From April 1, 1994 through March 31, 1995, the City hired 1148 individuals in all categories. Race and sex records were collected and reported on 1118 of those hires. The breakout of these reported hires is as follows:

Male 44%

Female 56%

White 57.5%

Minority 42.5%

African American 30%

Hispanic 8.7%

Asian 3.5%

Native American .3%

Thus, in terms of overall hiring, we significantly exceeded our Affirmative Action goals, which are 25.5% total minority hiring. We exceeded the goals most dramatically in the hiring of African Americans. The goal is 10.8% based on 1990 census figures. We also exceeded the goal for persons of Hispanic origin; the goal is 5.8%. We did not reach our goal for persons of Asian origin, where the goal is 8.5%. Although whites make up 74.4% of the workforce, they represented only 57.5% of our total hires.

PERMANENT HIRES

A large number of persons hired by the City serve in positions with temporary or seasonal funding, and others who serve "as needed" in intermittent positions. If we look only at the hiring into permanent or regular assignments, we find:

299 persons hired, of whom 40.1 % were male and 59.9% were female.

Minorities made up 26.4% of total hires, including 16.7% African American; 4.3% Hispanic; and 5.4% Asian. No Native Americans were hired in this category. This permanent hiring slightly exceeds our overall goal and exceeds our goal for African Americans by more than 50%.

EEO CATEGORIES

All our hiring is classified into eight (8) EEO categories. For the period April 20, 1994 through April 20, 1995, the following is our history of hiring by EEO category:

Officials and Administrators (Overall Employment Goal 13.1%)

8 persons hired 25% minority: 12.5% African American; 12.5% Asian
25% male; 75% female

Professional (Overall Employment Goal 8.7%)

133 persons hired 23% minority: 11.3% African American; .8% Hispanic; 10.5% Asian
24% male; 76% female

Technicians (Overall Employment Goal 10.4%)

21 persons hired 24% minority: 24% African American
43% male; 57% female

Protective Service (Overall Employment Goal 25.5%)

**36 persons hired 31% minority: 16.7% African American; 13.9% Hispanic
77.8% male; 22.2% female**

Paraprofessional (Overall Employment Goal 25.5%)

**278 persons hired 41% minority: 27.3% African American; 9% Hispanic; 3.4% Asian
1% Native American
36% male; 64% female**

Administrative Support (Overall Employment Goal 25.5%)

**147 persons hired 34.7% minority: 27.9% African American; 5.4% Hispanic; 1.4% Asian
32.7% male; 67.3% female**

Skilled Craft (Overall Employment Goal 10.0%)

**8 persons hired 25% minority: 12.5% African American; 12.5% Hispanic
87.5% male; 12.5% female**

Service/Maintenance (Overall Employment Goal 25.5%)

**467 persons hired 53.7% minority: 39.8% African American; 11.6% Hispanic;
2.4% Asian
55.5% male; 44.5% female**

HIGH SALARY EMPLOYEES

During the last year the City hired four (4) persons at salaries in excess of \$50,000. All four are female. Three (75%) are white. One (25%) is African American.

MOVEMENT TOWARD AFFIRMATIVE ACTION GOALS

The City exceeds its goals in all but two EEO categories, Officials and Administrators and Protective Services. The following is a summary, of the goals, our current utilization, and the progress (+) or setbacks (-) since May, 1991.

Category	Goal	Current	Net Change Since 1991
Officials and Administrators	13.1%	11.0%	+1.6%
Professionals	8.7%	14.6%	+4.6%

Technicians	10.4%	16.6%	+0.9%
Protective Service	25.5%	22.7%	+5.7%
Paraprofessional	25.5%	36.6%	+8.8%
Administrative Support	25.5%	29.4%	+4.1%
Skilled Craft	10.0%	14.5%	+2.5%
Service Maintenance	25.5%	40.4%	+6.2%

Thus we remain behind our goal for Officials and Administrators and Protective Service Categories, but have made progress in each. Recent police officer hires not reflected in these totals (14 minorities in 22 hires or 63.6%) will move us further toward our goal.

DEPARTMENTAL ANALYSIS

Attached are two charts, the first showing the current racial/ethnic breakout for employees in all City departments, and the second showing the changes in minority representation in those departments since May, 1991.

TOTAL WORKFORCE

The current City workforce is 45.64% male and 54.33% female.

In May, 1991, the City workforce was 50.47% male and 49.53% female

The current City workforce is 75.01% white, 24.99% minority, including 18.56% African American, 3.82% Hispanic, 2.42% Asian, and .16% Native American.

In May, 1991, the City workforce was 81.07% white, 18.93% minority, including 15.62% African American, 2.14% Hispanic, 1.1% Asian, and .07% Native American.

We have thus made progress in hiring in all racial/ethnic categories. We exceed the overall employment goal for African Americans by 7.76%; we are below the overall employment goal for Hispanics by 1.98%; we are below the overall employment goal for Asians by 6.08%; we are below the overall hiring goal for Native Americans by .14%. We are below our total minority employment goal of 25.5% by less than one per cent (.51%).

DEPART- MENTAL	AFFIRM ATIVE	ACTION	ANAL- YSIS	4-20-95		
DEPT.	WHITE	MINORITY	AFR.AM	HISPANI	ASIAN	NAT. AM
MAYOR	63.6%	36.4%	36.4%	0	0	0
COUNCIL	90.9%	9.1%	9.1%	0	0	0
C MANAG	68.4%	31.6%	31.6%	0	0	0
C CLERK	70%	30%	30%	0	0	0
LAW	92.3%	7.7%	7.7%	0	0	0
FINANCE	73.3%	26.7%	26.7%	0	0	0
BUDGET	75%	25%	0	0	25%	0
PERSONL	58.3%	41.7%	25%	16.7%	0	0
ASSESSR	77.8%	22.2%	22.2%	0	0	0
PURCHAS	81.8%	18.2%	9.1%	9.1%	0	0
AUDITNG	83.3%	16.7%	16.7%	0	0	0
M.I.S	66.7%	33.3%	0	0	33.3%	0
RET. BD.	77.8%	22.2%	22.2%	0	0	0
GEN SER	100%	0	0	0	0	0
ELECTN	62.2%	37.8%	29.7%	8.1%	0	0
ARTS CL	100%	0	0	0	0	0
ANIMAL	100%	0	0	0	0	0
FIRE	86.4%	13.6%	11.4%	2.2%	0	0
POLICE	77.4%	22.6%	19.0%	2.2%	1.4%	0
TRAFFIC	78.7%	21.3%	14.6%	5.6%	1.1%	0
POL. REV	0	100%	100%	0	0	0
INSPECT	85.2%	14.2%	7.1%	0	7.1%	0
LICENSE	69.2%	30.8%	23.1%	0	7.7%	0

WEIGHTS	100%	0	0	0	0	0
ELECTRL	100%	0	0	0	0	0
EMRGMG	100%	0	0	0	0	0
EMRGCM	93.3%	6.7%	6.7%	0	0	0
PWD	81.8%	18.2%	15.6%	2.6%	0	0
WATER	86.8%	13.2%	7.4%	1.5%	4.4%	0
COMDEV	80.5%	19.5%	17.1%	0	0	2.4%
HISTRCL	100%	0	0	0	0	0
CONSRV	100%	0	0	0	0	0
PEACE	100%	0	0	0	0	0
RENTCN	65.5%	34.5%	24.1%	6.9%	3.5%	0
CABLE	85.7%	14.3%	14.3%	0	0	0
LIBRARY	79.0%	21.0%	16.8%	1%	3.2%	0
WORKFC	80%	20%	20%	0	0	0
DHSP	61.6%	38.4%	27.6%	7.0%	3.0%	.8%
WOMENS	100%	0	0	0	0	0
HUMANR	66.7%	33.3%	0	33.3%	0	0
VETSER	75%	25%	25%	0	0	0
HOSPITAL	78.1%	21.9%	13.7%	4.6%	3.5%	.1%
HEALTH	86.5%	13.5%	10.8%	0	0	0
NEVLMN	48.1%	51.9%	48.1%	1.7%	1.7%	0
TOTAL	75.01%	24.99%	18.56%	3.82%	2.42%	.16%

DEPART- MENTAL	AFFIRMA- TIVE	ACTION	ANALYSIS	4-20-95		
DEPT.	MINORITY 1991	MINORITY 1995	NET CHANGE			
MAYOR	40%	36.4%	-3.6%			
COUNCIL	9.1%	9.1%	0			
C MANAGER	16.7%	31.6%	+14.9%			
CITYCLERK	25%	30%	+5%			
LAW	18.2%	7.7%	-10.5%			
FINANCE	10%	26.7%	+16.7%			
BUDGET	50%	25%	-25%			
PERSONNEL	45.5%	41.7%	-3.8%			
ASSESSOR	22.2%	22.2%	0			
PURCHASE	11.1%	18.2%	+7.1%			
AUDITING	10%	16.7%	+6.7%			
M.I.S	0	33.3%	+33.3%			
RETIRE. BD.	33.3%	22.2%	-11.1%			
GENERAL S	20%	0.00	-20%			
ELECTION	34.6%	37.8%	+3.2%			
ARTS CNCL	0	0.00	0.00			
ANIMAL C	0	0.00	0.00			
FIRE	9.7%	13.6%	+3.9%			
POLICE	18.6%	22.6%	+4%			
TRAFFIC	16.7%	21.3%	+4.6%			
POLICE REV	100%	100%	0			

INSPECTION	17.8%	14.2%	-3.6%			
LICENSE	20%	30.8%	+10.8%			
WEIGHTS	0	0.00	0.00			
ELECTRICL	3.9%	0.00	-3.9%			
EMERGMG	0	0.00	0.00			
EMERGCM	N/A	6.7%				
PWD	16.5%	18.2%	+1.7%			
WATER	9.8%	13.2%	+3.4%			
COM DEV	14%	19.5%	+5.5%			
HISTORCL	0	0.00	0.00			
CONSERVA	N/A	0.00	0.00			
PEACE	0	0.00	0.00			
RENTCONRL	23.5%	34.5%	+11%			
CABLE	0	14.3%	+14.3%			
LIBRARY	16.7%	21.0%	+4.3%			
WORKFORC	N/A	20%				
DHSP	29.8%	38.4%	+8.6%			
WOMENS	0	0.00	0.00			
HUMANRGT	33.3%	33.3%	0.00			
VETS SERV	33.3%	25%	-8.3%			
HOSPITAL	17.2%	21.9%	+4.7%			
HEALTH	5.3%	13.5%	+8.2%			
NEVLMANR	36.6%	51.9%	+15.3%			
TOTAL	18.93%	24.99%	+6.06%			

4/19/95



RECEIVED BY
OFFICE OF CITY CLERK

1995 APR 24 PM 3:41

CAMBRIDGE MA.

OFFICE OF THE MAYOR

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

(617) 349-4321

Fax (617) 864-9950

MEMORANDUM

Kenneth E. Reeves
Mayor

TO: Margaret M. Drury, City Clerk

FROM: Kenneth E. Reeves, Mayor *KER*

DATE: April 24, 1995

RE: City Council Special Hearing on Affirmative Action

Per order of The Honorable, The City Council at our meeting of 4/10/95, I am scheduling the Special Hearing on Affirmative Action to take place on Monday, May 1, 1995 at 7:00pm.

KER:jdh



City of Cambridge

54.

IN CITY COUNCIL

April 10, 1995

MAYOR REEVES

ORDERED: That the City Council schedule an Affirmative Action hearing to be held at a City Council meeting.

In City Council April 10, 1995

Adopted by the affirmative vote of eight members.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:- *D. Margaret Drury*

D. Margaret Drury
City Clerk

5-132

Consent Order #54

Mayor Reeves re: Schedule an Affirmative
Action hearing.

In City Council april 10, 1995

Order adopted



City of Cambridge

Consent Agenda # 22

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NAACP, Cambridge Chapter

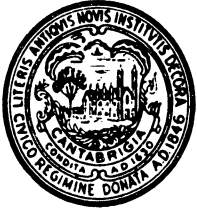
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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300

FAX 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

May 1, 1995

To The Honorable, The City Council:

Attached for your information is a report from Michael Gardner, Personnel Director detailing the hiring statistics for the City for the last year. The report also shows the overall city employment profile and compares it to the goals in our Affirmative Action Plan.

Of our new permanent hires for the last year, 26.4% were minorities including 16.7% who are African Americans, 4.3% who are Hispanic, and 5.4% who are Asian. Most of the new employees hired each year in the City, however, are hired for temporary or intermittent jobs. When we look at our total hiring over the last year, the percentages of persons of color are much higher: minorities represented 42.5% of the total hires, with African Americans representing 30%, Hispanics 8.7%, Asians 3.4% and Native Americans .3%, of the total new hires for the City.

These numbers reflect the efforts that have been made to increase the employment opportunities for minorities overall in the City. As a result of these efforts, the City now meets or exceeds the affirmative action goals for six of the eight Equal Employment Opportunity (EEO) categories and is less than one percentage point away from meeting our overall goals for minority employment within the City government.

The two areas where we are still falling short of our goal are in the Officials and Administrators category and the Protective Services category. Of the eight new hires this year in the Officials and Administrators category, 25% were persons of color. Since 1991, we have increased our minority representation in this category from 9.4% to 11%, but we are still below our goal of 13.1%. We can and must do better in recruiting or promoting minorities to leadership positions. We are committed to doing so and will continue and increase our efforts in this area.

One challenge from the present and for the future is how to achieve this while balancing all the competing interests in the filling of Department Head positions. In addition to addressing our commitment to affirmative action in filling these positions, we are being asked to give special consideration to candidates who are City residents, to utilize a community process to screen and recommend final candidates for the positions, to give consideration to highly qualified internal candidates and to choose the best qualified candidate for these critical positions. The balancing of these sometimes competing factors makes the filling of these positions especially controversial. I would welcome Council discussion of these issues.

In the Protective Services category, 22.7% of our employees are minority as against a goal of 25.5%. Since 1991, we have increased the minority percentage by 5.7%, with 31% of the new hires in the last year being minority. As the Council is aware, these statistics do not include the new police hires from the last month which were 63.6% minority and which would bring the percentage of minorities to 24.2%. I am especially pleased with our increase in the percentage of minority and bilingual police officers. Of all of our employees, it is the police officers who are often in the situations requiring linguistic capacity and cultural sensitivity. That the police now more clearly reflect the population of the City is also very important.

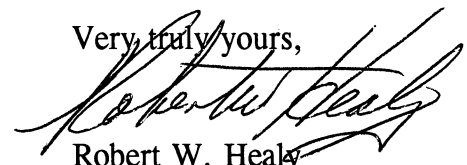
As I have indicated, it is very important for the City to recruit and promote minorities into senior management positions within the City. At the same time, we must not ignore the needs of those individuals, including minorities, who are not qualified for highly skilled jobs. While the City cannot provide employment for all of its residents, more than 800 temporary or intermittent jobs were filled in the last year and minority employees filled more than 48% of those jobs. Many of these jobs have permitted individuals with little or no work history the opportunity to develop a work history in a short term job with the City.

The City has made considerable progress in the last four years in improving its affirmative action record. We have increased the employment of minorities to within one percentage point of the goal. In 1991, the workforce was 81.07% white and 18.93% minority whereas today it is 75.01% white and 24.99% minority. We still need to improve our record in the employment of Asians, Hispanics and Native Americans who all remain somewhat underrepresented in the workforce and we will continue and expand our recruitment efforts.

The affirmative action report deals primarily with the statistics relating to minorities and not women. Women now represent 54.33% of the City's workforce and represented more than 50% of the new hires in 5 of the 8 categories, including 100% of the new hires earning over \$50,000.

I believe that the statistics reflected in Mr. Gardner's report demonstrate the results of the efforts to have a workforce that is more reflective of the population of the City. I fully expect that we will shortly be in a position to report that we have met our overall affirmative action goal. I also will continue to work with all city departments to continue our progress towards the affirmative action goals for each EEO category.

Very truly yours,



Robert W. Healy
City Manager

Consent Agenda # 22 S-156
Hiring statistics for the City regarding
the Affirmative Action Plan.

In City Council,
May 1, 1995

Referred to Public
Hearing scheduled
for May 1, 1995
at 7:00 P.M.

Order adopted
Referred to Civil & Human
Rights Committee
5/3/95 Copy sent to Civil &
Human Rights Committee