

As of the end of October, approximately 310 employees had attended this diversity training. Generally two sessions are offered per week. It is anticipated that the base-line diversity training for employees budgeted for 20 or more hours per week will continue through to the summer of 1999. Intermittently after that time, we will offer base-line diversity training workshops for new employees to ensure that they understand the fundamental value that we place on diversity within our workforce.

Currently, the sub-committee on Diversity Training is starting to examine additional diversity and diversity-related training that should be offered or required. In coordination with others working on the Diversity initiative, the sub-committee will recommend next steps to move forward in our understanding of diversity issues.

In addition to the mandatory training sessions, informal discussion sessions are held to offer an opportunity to get to know fellow employees and to provide a forum for employees to discuss areas of commonality and difference. Topics include "Born in Another Country," "Raised in Cambridge," "Long Term Employees," and "Winter Holiday Traditions."

The sub-committee of Diversity Training continues to meet in order to monitor the current initiatives as well as to develop strategies for ensuring that all employees have the skills and abilities to work effectively within the City environment and to implement programs and materials that foster diversity.

The Employees Committee on Diversity organizes special events and programs, offering regular educational sessions (six per year). For example, recently there was a presentation on "Technology, Employment, and Workers with Disabilities" to celebrate October as National Disability and Employment month.

The Organizational Development (OD) sub-committee sponsored two training sessions to increase organizational capacity to work collaboratively, proactively, and with a focus on customer/citizen service. The first session was for department heads and deputies (48 participants), the second session was for senior departmental managers (66 participants); each session was facilitated by Roberta Miller and Mary Skelton Roberts. Next steps in the process are to establish departmental organization development goals and to develop an OD agenda for the year. A leadership progress meeting, including all participants from both OD training sessions, is planned for January.

An interdepartmental group, led by the Personnel Department, produces the Development and Learning Programs catalog. This group ensures that (1) diversity programs are included and publicized via a variety of communication channels and (2) diversity training concepts are integrated into other programs and workshops.

2. Examine EEOC reporting information and create an accurate profile of City employees.

The City of Cambridge undertook a city-wide review of Equal Opportunity (EEO) job classifications early in 1997 to ensure that positions were appropriately classified according to

Equal Employment Opportunity guidelines. The City's Director of Affirmative Action at that time, William Gomes, led the process. Initially, Mr. Gomes worked with Department Heads to engage in a thorough review of the job titles and classifications within each department. Based on this process, the AA Director and the Personnel Director reviewed the suggested changes, agreed on most, and effected changes in the classification of 496 employees. Consensus on the accuracy of reclassifications was reached on approximately 95% of positions.

For positions that there was not consensus regarding position classification, the City contracted with Jane C. Edmonds and Associates (JCEA) to review the position responsibilities and to recommend EEO classifications. Based on JCEA findings, City administrators agreed to implement the recommendations submitted, with the exception of the classification of Deputy Fire Chief and Fire Lieutenant - instances where classification based on job title might lead to one classification, and on job content might lead to another, was deemed to be difficult enough to further consultation. This issue was referred to the Equal Employment Opportunity Commission in Washington, DC. The City has not yet received a classification recommendation from EEOC on these positions. While waiting for EEOC response, the City has classified these Fire Department positions in the code recommended by Mr. Gomes. The City is moving to expedite this review by EEOC.

Subsequent to the reclassification process, another consultant, Barbara J. Allen of HR Solutions, was hired to conduct a retrospective review by sampling our job titles for accuracy of classification. Findings from this analysis led the Affirmative Action Director and the Personnel Director to make a few changes in classifications.

As described above, the City's reclassification process was thorough. Agreement was reached by the City Manager, the Affirmative Action Director and the Personnel Director on the EEO classifications of all positions except one group of job titles within the Fire Department which, because of their complexity, has been referred to EEOC.

For your additional information, a description of EEO categories is attached.

3. Prepare employment data on minority hiring and retention in a consistent fashion so that the Council can compare the City's progress accurately.

The Personnel Department tracks applications received by the City, noting those received by Persons of Color and Women. This data is reported in the Budget Document. Attached is a draft report which includes the type of information we would like to track on employment activity; this includes information on new hires, promotions, and individuals leaving City service. The Department, however, has not been able to complete quarterly reports as originally hoped; our current personnel/payroll computer system is over nine years old and was not designed with the capacity to track all of the human resources information we now desire to track. In this instance, our computer files lack codes necessary to track changes in employment status (i.e. reemployment after breaks in service, internal transfers, promotions, and terminations) and to relate those changes to personal characteristics. As you know, the City is in the process of acquiring a new

financial system which will include a new personnel system capable of adequately tracking all of the data in which we are interested.

Retention Data: Since June 1997, the Personnel Department has conducted exit interviews with employees working 20+ hours/week who are leaving City service. Attached is a sample Exit Interview Questionnaire. A summary of the findings are as follows:

Eighty-nine (89) employees left City employment during FY98. The current number of employees budgeted 20+ hours/weeks is 1,417; therefore, the turnover rate is 6%.

Thirty-three percent (33%) of the employees who left retired from City service.

Fifty-eight percent (58%) of those who left on a voluntary basis met with a representative from the Personnel Department to discuss their perceptions of the City as an employer and their reasons for leaving. The Personnel Department analyzes the data to look for patterns, in particular patterns of dissatisfaction. The Department will continue to track employees leaving the City and look for patterns that may exist.

FY98 statistics on employees working 20+ hours/week who left City service:

Female	43%
Male	57%
White	73%
African-American	18%
Hispanic	7%
Asian/Pacific Islander	2%

Percent leaving by EEO Category:

Officials/Administrators	6%
Professionals	26%
Technicians	3%
Protective Service	23%
Paraprofessionals	11%
Administrative Support	17%
Skilled Craft	8%
Service/Maintenance	6%

The number of professional, paraprofessional and administrative support employees leaving is slightly 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.

4. Institute procedures whereby applications from and information regarding minority candidates for jobs is retained and utilized and that personnel procedures be tightened with regard to follow-up with minority candidates to insure we have an active pool of minority candidates from which to choose potential employees.

All City job postings and recruitment advertising explicitly encourage job applicants to provide personal information which will assist us in our Affirmative Action efforts. Nonetheless, race and gender data is only rarely provided in a resume or cover letter. Those who complete a standard Application for Employment are somewhat more likely to volunteer this information. Consequently, we do ask all applicants who are interviewed to complete a job application as part of the screening process.

A computer applicant tracking system (ATS) maintained by the Personnel Department serves as a permanent record of activity related to specific recruitment campaigns and on individual applicants. The ATS includes the pertinent information from resumes and applications received by the Personnel Department including Affirmative Action data when provided by the job applicant. The permanent database can be searched on a variety of criteria, making it fairly easy to call applicants back for future opportunities appropriate to the individual's interests. In order to provide more timely applicant pool information at the department level, the applicant data base is available to key staff for "look up" searching.

The Personnel Department and the Affirmative Action Director are developing a training session for senior managers on "Hiring a Competent and Diverse Workforce." The training session will involve looking at barriers and developing strategies to move forward. The workshop will also present guidelines for department heads and managers, developed by the Diversity subcommittee on Recruiting, Hiring, Promoting and Retaining Employees mentioned in #1 above, to ensure that managers know clearly what is expected of them.

5. Contact all minority churches in Cambridge and organize job fairs and/or information at such sites.

The City is very active in contacting civic organizations in Cambridge, including minority churches, on employment opportunities (mailing list attached). Every two weeks, the Personnel Department, issues a mailing listing all open positions in the City.

In February 1998, the Affirmative Action Director spoke at a forum sponsored by the 10 Point Coalition and the Cambridge Multicultural Police Association at the Union Baptist Church. While the specific focus was on the upcoming Firefighters Exam and Preparation Courses, many topics around employment with the City were covered.

This year the Personnel Department and the Affirmative Action Director participated in three external job fairs to promote City employment: Career Expo '98: Partners in Diversity, held at the Hynes Convention Center in February; Crimson and Brown's Minority Professional Career Forum was held at the Royal Sonesta Hotel in March; and a job fair sponsored by Spanish Publishing held at the Boston World Trade Center in April.

In addition, the Office for Workforce Development and the Personnel Department organized and piloted an internal career fair at City Hall to give current City employees an opportunity to explore career options throughout the City government and to discuss higher education opportunities with representatives from area colleges. The Office for Workforce Development and the Personnel Department also conducted extensive outreach to both the general community and City employees and training for the Civil Service clerical exam.

6. Report to the Council on a quarterly basis the relevant employment statistics showing minority hiring, promotion, retention, training, and goals progress by department, as well as goals and objectives for the Affirmative Action Director accompanied by an implementation schedule.

Employment statistics on hiring, retention and training opportunities for Persons of Color will be reported using the suggested format (see Section #3). Attached please find quarterly reports for FY98 and FY99 year-to-date summarizing training activity; note, this data does not include department-specific training activity.

The FY99 goals of the Affirmative Action Director are as follows:

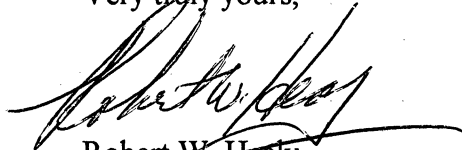
- Rewrite the Affirmative Action Plan by 6/30/99.
- Meet with Department heads to assess, by EEOC Categories, departmental goals in recruitment and hiring by 12/31/99.
- Work with the City manager to recruit and appoint a new Affirmative Action Advisory Committee by 12/31/98.
- Survey current employees regarding self identification for Vietnam Era Veterans and Persons with Disabilities by 08/31/98. (Accomplished)
- Provide assistance to the Personnel Department and Department Heads in regards to recruiting, interviewing, hiring, promoting and retaining qualified people representative of the labor market from which employees are drawn.
- Implement training programs designed to educate employees about Affirmative Action semi-annually.
- Provide prompt, fair and impartial processing of complaints of unfair treatment and provide prompt, fair and impartial EEO counseling as needed.
- Mediate interpersonal disputes or conflicts with EEO implications whenever possible and appropriate.
- Assist in the development of Training Programs to improve the skills of existing employees and maximize their opportunities for internal promotion and career advancement within the city.
- Attend pre-bid conferences and in conjunction with City Departments and MCAD manage the City's Minority Business Enterprise, (MBE) program, monitoring contracts and construction projects for EEO and residency compliance

7. Re-examine and update the affirmative action goals immediately and report to the City Council with said results and thereafter on an annual basis.

The Affirmative Action goals are re-examined and reported in the Budget Document on an annual basis. The current Affirmative Action goals are as follows:

- | | |
|--|-------|
| 1. Percent minorities employed in the City workforce | 25.5% |
| 2. Percent women employed in the City workforce | 49.9% |
| 3. Percent minorities in EEO Categories: | |
| Officials & Administrators | 16.3% |
| Professionals | 15.6% |
| Technicians | 20.7% |
| Protective Services | 25.5% |
| Paraprofessionals | 25.5% |
| Administrative Support | 25.5% |
| Skilled Craft | 16.4% |
| Service Maintenance | 25.5% |

Very truly yours,



Robert W. Healy
City Manager

- Attachments: EEO Categories
- Quarterly Report of Employment Activity - Draft
 - Exit Interview Questionnaire - Sample
 - Civic Organization Mailing List
 - Quarterly Reports of Training Activity, FY98 & FY99 YTD
 - EEOC Report - Department Profile

DESCRIPTION OF EEO JOB CATEGORIES

- 01 **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, and kindred workers.
- 02 **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: Personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, and kindred workers.
- 03 **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants, and kindred workers.
- 04 **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, and kindred workers.
- 05 **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: library assistants, research assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, homemaker aides, home health aides, and kindred workers.
- 06 **Office and Clerical:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes bookkeepers, messengers, office machine operators, clerk-typists, stenographers, court transcribes, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.
- 07 **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skills machining occupations, carpenters, compositors and typesetters, and kindred workers.
- 08 **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers.

Quarterly report of Employment Activity

Section 1

Summary data for positions filled with new employees this quarter

_____ White Males (_____ %) _____ Minority Males (_____ %) _____ All Males (_____ %)

_____ White Females (_____ %) _____ Minority Females (_____ %) _____ All Females (_____ %)

_____ Total White (_____ %) _____ Total Minority (_____ %) _____ Grand Total (_____ %)

EEO Category	Department	Hours/ Pay period	Assignment Type (R/T)*	Sex	Race	Cambridge (Y/N)

Section 2

Summary data for positions filled through internal transfer or promotion this quarter

_____ White Males (_____ %) _____ Minority Males (_____ %) _____ All Males (_____ %)

_____ White Females (_____ %) _____ Minority Females (_____ %) _____ All Females (_____ %)

_____ Total White (_____ %) _____ Total Minority (_____ %) _____ Grand Total (_____ %)

EEO Category	Department	Hours/ Pay period	Assignment Type (R/T)	Sex	Race

Section 3

Summary data for positions vacated* this quarter

_____ White Males (_____ %) _____ Minority Males (_____ %) _____ All Males (_____ %)

_____ White Females (_____ %) _____ Minority Females (_____ %) _____ All Females (_____ %)

_____ Total White (_____ %) _____ Total Minority (_____ %) _____ Grand Total (_____ %)

EEO Category	Department	Hours/ Pay period	Assignment Type (R/T)	Sex	Race	Length of Service **

* Includes only those individuals leaving the City service, not positions vacated by transfer or promotion.

** Reasons for leaving the City service will be solicited in Exit Interviews and trends will be reported annually for each fiscal year.

EXIT INTERVIEW

Prior to interview print out employee information/address from Personnel file

Employee Name (LN, FN)	Reason Code ¹	Date of Exit Interview	Personnel Interviewer ²

Information to/from employee:

- Hand out sheet with contact information
- Check accuracy of home address. If *inaccurate* tell employee they need to ensure the problem is corrected through their department.

Questions to ask employee:

1. As you reflect on your time with the City of Cambridge, what things were positive about your experience?
2. As you reflect on your time with the City of Cambridge, what things do you see that are not working well, that need attention?
(Note: If the employee has trouble thinking about any subjects, interviewer may wish to suggest areas to consider, i.e., rewards/recognition, communication, morale/work environment, management issues, information/decision making processes, etc.)
3. Any other things you think it would be helpful for us to know? Are there any particular issues/messages that you would like to have delivered?
4. What is your primary reason for leaving employment with the City of Cambridge?

¹ Enter reason code (see reason code list on next page)

² Enter interviewer initials

Personnel:

1. If exit interview was not conducted, explain why.

2. Personnel comments:

Termination Reason Codes

[For Personnel use only]

Please record any details in question section #4 on exit interview sheet.

Retiring from employment

Terminated from employment (involuntary)

Discharged for cause

Lay off

Termination of provisional appointment

Found a better job

Better pay

Career advancement

More challenging work

Better match with skills

Change in type of work, career change

Other

Dissatisfaction with City as employer

Pay too low / unsatisfactory

Benefits unsatisfactory

Manager / supervisor difficulties

Work assignment / working conditions / environment

Other

Personal reasons (e.g., family needs, moving, commute too long, etc.)

Return to school

Other (please record specific reason in question section #4 in exit interview sheet)

Information not available (employee not interviewed)

A.A.A.C. Member
Charles Colbert
13 Cottage Street
Cambridge, MA 02139

A.A.A.C. Member
Gayle Johnson
2 Mount Auburn Street #505
Cambridge, MA 02138

A.A.A.C. Member
Ana Mejia
51 Kelly Road
Cambridge, MA 02139

A.A.A.C. Member
Charles B. Walker, Jr.
350 Concord Avenue
Cambridge, MA 02138

A.A.A.C. Member
Cheryl Anne Watson
568 Green Street #1
Cambridge, MA 02139

A.A.A.C. Member
Alvin Williams
518 Putnam Avenue
Apt.#4
Cambridge, MA 02139

ABCD
Human Resource
178 Tremont Street
Boston, MA 02111
Attn.: Dell Jackson

Abundant Life Church
47 Howard Street
Cambridge, MA 02139
Rev. Lawrence Ward

Agassiz Neigh Council
20 Sacramento Street
Cambridge, MA 02138
Attn: Terry DeLancey

Alewife Watershed Trust
15 Brookford Street
Cambridge, MA 02140
Attn: Carolyn Mieth

Amer. Friends Serv. Comm.
2161 Massachusetts Avenue
Cambridge, MA 02140
Attn: Phyllis Cohen

Antioch Temple
Apostolic Church
44 Williams Street
Cambridge, MA 02139

Antioch Temple Church
(Pentecostal)
56 Magazine Street
Cambridge, MA 02139

Berkland Baptist Church
254 Concord Avenue
Cambridge, MA 02138

Big Brother Assoc
1151 Mass. Ave.
Cambridge, MA 02138
Attn: John Pearson

Blessed Sacrament
189 Pearl St.
Cambridge, MA 02139

Boy Scouts of America
2326 Massachusetts Avenue
Cambridge, MA 02140-1813
Attn: Daniel M. O'Neil

Bread and Jams
5 Longfellow Park
Cambridge, MA 02138

Burns Apartments
Tenant Council
30-50 Churchill Avenue
Cambridge, MA 02140

C.R.L.S.
Parent Information Center
459 Broadway
Cambridge, MA 02138

C.R.L.S.
Adult Education Program
459 Broadway
Cambridge, MA 02139

Camb Dispute Settle Cntr
872 Mass. Ave., Suite 2-9
Cambridge, MA 02139
Attn: Gail S. Packer

Camb Econo Oppor Commi
11 Inman Street
Cambridge, MA 02139
Attn: Elaine DeRosa

Camb Fam & Children Serv.
929 Massachusetts Avenue
Cambridge, MA 02139
Attn: Denise Maguire

Camb Housing Authority
675 Mass. Ave.
Cambridge, MA 02139
Attn: Daniel J. Wuenschel

Camb NAACP Branch
P.O. Box 831
Cambridge, MA 02139
Attn: Alberta King

Camb. Cares About AIDS
678 Massachusetts Avenue
Suite 402
Cambridge, MA 02139
Attn: Shannon Alo

Camb. Cntr Adult Educ.
P.O. Box 9113
Cambridge, MA 02238-9113
Attn: James Smith

Camb. Commu. Cntr., Inc.
5 Callendar Street
Cambridge, MA 02139
Attn: Dawn E. Swan

Camb. Commu. Housing
57 Inman Street
Cambridge, MA 02139
Attn: Jacqueline Sacks

Camb. Commu. Serv.
99 Bishop Allen Drive
Cambridge, MA 02139
Attn: Susan Golden

Camb. Community Schools
51 Inman Street
Cambridge, MA 02139
Attn: Judy Bibbins

Camb. Community T.V.
675 Massachusetts Avenue
Cambridge, MA 02139
Attn: Susan Fleischmann

Camb. Haitian Services Collaborative
19 Brookline St.
Cambridge, MA 02139
Attn: Jan Jeun

Camb. Historical Society
159 Brattle Street
Cambridge, MA 02138
Attn: Warren M. Little

Camb. Housing Authority
Tenant Senate
675 Massachusetts Ave.
Cambridge, MA 02139

Camb. Lavender Alliance
P.O. Box 380884
Cambridge, MA 02238

Camb. Multiservice Cntr.
19 Brookline St 1st Floor
Cambridge, MA 02139
Attn: Len Thomas

Cambridge (YWCA)
7 Temple Street
Cambridge, MA 02139
Attn: Loretta Davis

Cambridge Camping Assoc.
99 Bishop Allen Drive
Cambridge, MA 02139
Attn: Syrl Silberman

Cambridge College
1000 Massachusetts Ave
Cambridge, MA 02139
Attn.: Personnel Department

Cambridge Employment Program
51 Inman Street
Basement Level
Cambridge, MA 02139
Attn.: Lourdes Viera

Cambridge Family & Children's Services
929 Massachusetts Avenue
Cambridge, MA 02139

Cambridge Family YMCA
820 Massachusetts Avenue
Cambridge, MA 02139-3296
Attn: Roy Nagy

Cambridge Food CO-OP
580 Massachusetts Avenue
Cambridge, MA 02139

Cambridge Health Alliance
Personnel Department
Lee Wesley

Cambridge Hospital
Neighborhood Health Cntr
1493 Cambridge Street
Cambridge, MA 02139
Attn: Barbara Ogur,MD

Cambridge Redevel. Auth.
4 Cambridge Center
2nd Flr.
Cambridge, MA 02142

Cambridge School Dept.
159 Thorndike Street
Cambridge, MA 02141
Attn: Patrick Murphy

Cambridge Street Church of Christ
13 Waterhouse Street
Cambridge, MA 02138

Cambridge Teachers Assoc.
2464 Massachusetts Avenue
Cambridge, MA 02140
Attn: Joseph X. Sullivan

Cambridge Zen Center
199 Auburn Street
Cambridge, MA 02139

Cambridgeport Children's Services
65R Chestnut Street
Cambridge, MA 02139
Attn: Lisa Dittrich

Cambridge-Somerville Mental Health
Center
12 Maple Avenue
Cambridge, MA 02139

Career Source
185 Alewife Brook Pkwy.
Cambridge, MA 02138
Attn: Sean Anthony

Career Source
185 Alewife Brook Pkwy.
Cambridge, MA 02138
Attn: Gail Rossitter

CASCAP
678 Mass. Ave.
Cambridge, MA 02141
Attn: Jim O'Leary

CASCAP
678 Mass. Ave.
Cambridge, MA 02141
Attn: Jonathan LaMaster

Centro Presente
54 Essex Street
Cambridge, MA 02139
Attn: Oscar Chacon

Centro Presente
54 Essex Street
Cambridge, MA 02139
Attn: Antonio Amaya

Childcare Resource Cntr
130 Bishop Allen Drive
Cambridge, MA 02139
Attn: Marta Rosa

Childcare Resource Cntr.
130 Bishop Allen Drive
Cambridge, MA 02139
ATTN: Linda Godbout

Christ Church of Camb.
Zero Garden Street
Cambridge, MA 02138

Christ The King Presbyterian Church
99 Prospect Street
Cambridge, MA 02139

Christian Mission
Holiness Church
789 Main Street
Cambridge, MA 02139

Christian Mission Holiness Church
789 Main Street
Cambridge, MA 02139

Church of God of Prophecy
190 Harvard Street
Cambridge, MA 02139

Church of Jesus Christ
of Latter Day Saints
2 Longfellow Park
Cambridge, MA 02138

Church of the
Jerusalem(Swedenborgian)
50 Quincy Street
Cambridge, MA 02138

Church of the Nazarene
of Cambridge
234 Franklin St.
Cambridge, MA 02139

CLA/PTA
192 Upland Road
Cambridge, MA 02140
Attn: Melody Brazo

Comm. Legal Services & Counseling Ctr.
One West Street
Cambridge, MA 02139
Attn: Leslee Klein

Community Learning Center
19-R Brookline Street
Cambridge, MA 02139
Attn: Mina Reddy

Community Learning Center
19 Brookline Street
Cambridge, MA 02139
Attn: Susan Nylen Quesada

Concilio Hispano
105 Windsor Street
Cambridge, MA 02139
Attn: Deborah Coffey

Concilio Hispano
105 Windsor Street
Cambridge, Ma 02139
Attn: Sylvia Saavedra-Keber

Corcoran Park
Tenant Council
100 Thingvalla Avenue
Cambridge, MA 02138

County Commissioner for Handicapped
Affairs
40 Thorndike Street
Cambridge, MA 02141
Attn: Jerry LeBlanc

County Commissioners
40 Thorndike Street
Cambridge, MA 02141
Attn: Francis X. Flaherty

CRLS
Career Resources Center
459 Broadway Street
Cambridge, MA 02138

CRLS (Volunteers, Inc.)
459 Broadway
Cambridge, MA 02138
Attn: Audrey C. Melick

Department of Transitional Assistance
600 Washington Street
Boston, MA 02111

Dept. of Social Services
Common of Mass/Level One
810 Memorial Drive
Cambridge, MA 02139
Attn: Joan McGregor

East Cambridge Health Ctr
650 Cambridge Street
Cambridge, MA 02141

East End House, Inc.
105 Spring Street
Cambridge, MA 02141
Attn: Michael J. Delia

Educators for Social Responsibility
23 Garden Street
Cambridge, MA 02138
Attn: Martha Poltkin

Empl. Resources Inc.
432 Columbia Street
Cambridge, MA 02141
Attn: Geoff Rockett

Epilepsy Foundation of Mass. & RI
95 Berkeley Street, Suite 409
Boston, MA 02116
Attn.: Kevin Almeida

Ethiopian Community
552 Mass. Ave.
Cambridge, MA 02139
Attn: Binyam Tamamene

Faith Lutheran Church
311 Broadway
Cambridge, MA 02139

Fam First Parenting Prog
99 Bishop Allen Drive
Cambridge, MA 02139
Attn: Linda A. Braun

First Baptist Church of Cambridge
5 Magazine Street
Cambridge, MA 02139

First Church in Cambridge
Congregational
11 Garden St.
Cambridge, MA 02139

First Holiness Church of
the Apostolic Faith
211 Columbia Street
Cambridge, MA 02139

First Korean Church in Cambridge
35 Magazine Street
Cambridge, MA 02139

First Reformed
Presbyterian Church
53 Antrim Street
Cambridge, MA 02139

Food for Free Committee
11 Inman Street
Cambridge, MA 02139
Attn: Janet Murray

Friends Meeting @ Camb.
5 Longefellow Park
Cambridge, MA 02138

Gamit
3rd Floor Walker Building
142 Memorial Drive
Cambridge, Ma 02141

Girl Friends
929 Mass. Ave.
Cambridge, MA 02139

Grace United Methodist
Church
56 Magazine Street
Cambridge, MA 02139

Greater Bos. Rahab. Serv.
31 Monsignor O'Brien Hwy
Cambridge, MA 02141
Attn: Bob Remeika

Greater Bos. Rehab. Serv.
31 Monsignor O'Brien Hwy
Cambridge, MA 02141
Attn: Carol Macura

Greek Orthodox Church
Constantine and Helen
14 Magazine Street
Cambridge, MA 02139

Haitian Amer. Cult. Ctr.
105 Windsor Street
Lower Level
Cambridge, MA 02139
Jean-Robert Richard, M.D.

Harvard & Radcliffe
Colleges
8 Garden St-Byerly Hall
Cambridge, MA 02138

Harvard Alumni Association
Wadsworth House
Cambridge, MA 02138

Harvard Sq. Church Meals Program
Zero Garden Street
Cambridge, MA 02138
Attn: Libby Bouchard

Harvard University
Employment Office
11 Holyoke Street
Cambridge, MA 02138

Harvard University Extension School
51 Brattle Street
Cambridge, MA 02138-3722

Harvard-Epsworth United
Methodist Church
1555 Mass. Ave.
Cambridge, MA 02140

Harvest Cooperative Supermarkets
581 Massachusetts Avenue
Cambridge, MA 02139
Attn: Rebekah Gurstein

Higher Grounds
25 Jay Street
Cambridge, MA 02139
Attn: Dorothy Garner

Hildebrand Family Self
Help Center, Inc.
678 Mass. Ave., Suite 701
Cambridge, MA 02139
Attn: Joyce Mathon Trotman

Home-Based Programs
M.E. Fitzgerald School
70 Rindge Avenue
Cambridge, MA 02140
Attn: C. Heise-Baigorria

Humanist Assoc. of Mass.
338 Hurley Street
Cambridge, MA 02141

Immaculate Conception
432 Windsor Street
Cambridge, MA 02139

Immaculate Conception
45 Alewife Brook Parkway
Cambridge, Ma 02140

Islamic Society of Boston
204 Prospect Street
Cambridge, MA 02139

Jackson Gardens
Tenant Council
8 Jackson Gardens
Cambridge, MA 02139

James P. Cassidy
Local 195
15 Avon Street
Somerville, MA 02143

Jefferson Park
Tenant Council
1 Jackson Place
Cambridge, MA 02140

Jewish Vocational Svcs.
105 Chauncy Street
Boston, MA 02111
Attn: Marsha/Leann

Johnson Apartments
Tenant Council
150 Erie Street
Cambridge, MA 02139

Just-A-Start Corp.
432 Columbia Street
P.O. Box 410310
Cambridge, MA 02141-0003
Attn: Gordon N. Gottsche

Kennedy Apartments
Tenant Council
55 Essex Street
Cambridge, MA 02139

Kingdom Hall of Jehovah's Witness
9 Beech Street
Cambridge, MA 02140

Legal Services, Inc.
(CASLS)
432 Columbia Street
Cambridge, MA 02141
Attn: John M. Boesen

Lesley College
29 Everett St
Cambridge, MA 02138-2790
Attn: Samuel Turner

Lesley College
Employment Office
29 Everett Street
Cambridge, MA 02138

Lincoln Way
Tenant Council
15 Lincoln Way
Cambridge, MA 02140
Attn: Wilma Hughes

Linnaean Street Apts.
Tenant Council
45 Linnaean Street #2B
Cambridge, MA 02138
Attn: Eileen Kimball

M.A.P.S.
1046 Cambridge Street
Cambridge, MA 02139
Attn: Victor DoCouto

M.I.T.
Employment Office
400 Main Street, 2nd Fl.
Cambridge, MA 02139

Manning Apartments
Tenant Council
237 Franklin Street
Cambridge, MA 02139

Margaret Fuller House
71 Cherry Street
Cambridge, MA 02139
Attn: Carolyn Dallas

Mary Silva
32 Creighton Street
Cambridge, MA 02140

Mass. Asian Amer. Educ.
P.O. Box 380729
Cambridge, MA 02139
Attn: Katy Kwong

Mass. Ave. Baptist Church
146 Hampshire St.
Cambridge, MA 02139

Mass. Commission for the Deaf and Hard
of Hearing
MCDHH
210 South Street, 5th Fl.
Boston, MA 02111-2725

Mass. Rehab Commission
Off. Employment Serv.
27-43 Wormwood Street
Boston, MA 02210

Mennonite Congregation of Boston
6 Longfellow Road
Cambridge, MA 02138

Metro Baptist Church
16 Beech Street
Cambridge, MA 02140

Millers River Apts.
Tenant Council
15 Lambert Street
Cambridge, MA 02141

Mt. Auburn Hosp. Volunteer Serv.
330 Mt. Auburn Street
Cambridge, MA 02238
Attn: Mary Lou Ward

National Federation of the Blind of Mass.
140 Wood Street
Somerset, MA 02726

National Organization of Women
214 Harvard Ave.
Boston, MA 02134
Attn.: Cheryl Garrity

Neville Manor
650 Concord Ave.
Cambridge, MA 02138
Attn.: Personnel Department

Neville Manor
650 Concord Ave.
Cambridge, MA 02138
Attn: Paul Hollings

New Covenant Church Camb.
76 Harvey Street
Cambridge, MA 02140

Newtowne Court
Tenant Council
131 Washington Street
Cambridge, MA 02139

Norfolk Street
Tenant Council
116 Norfolk Street
Cambridge, MA 02139

North Camb. Health Ctr.
226B Rindge Avenue
Cambridge, MA 02140
Attn: Linda Murray

Office of Workforce Devel
51 Inman Street
Cambridge, MA 02139
Attn: Sue Walsh

Old Camb Baptist Church
1151 Mass. Ave.
Cambridge, MA 02139

Our Lady of Pity
(Notre Dame de Pite)
35 Middlesex St.
Cambridge, MA 02140

Pentecostal Tabernacle
77 Columbia Street
Cambridge, MA 02139

Phillips Brooks House
Harvard University
Cambridge, MA 02138
Attn: Greg Johnson

Phillips Brooks House
Harvard University
Cambridge, MA 02138
Attn: Lee H. Smith

Physicians for Social Responsibility
11 Garden Street
Cambridge, MA 02138
Attn: Maria Valenti

Planned Parenthood League of
Massachusetts
1055 Commonwealth Avenue
Boston, MA 02215-1001
Attn.: Louise Gant

Portuguese Baptist Church
114 Inman Street
Cambridge, MA 02139

Positive Edge
795 Massachusetts Avenue
Cambridge, MA 02139
ATTN: Ed Harris

Project 10 West
Camb. Rindge & Latin
459 Broadway
Cambridge, MA 02138

Putnam Gardens
Tenant Council
64 Magee Street
Cambridge, MA 02139

Putnam School
Tenant Council
86 Otis Street
Cambridge, MA 02141

Radcliffe Career Services
10 Garden Street
Cambridge, MA 02138

Radcliffe Seminars
6 Ash Street
Cambridge, MA 02138

River Howard Homes
Tenant Council
9 Mildred Hamilton Pl.#4
Cambridge, MA 02139
Attn: Elizabeth Dupont

Riverside Health Center
205 Western Avenue
Cambridge, MA 02139
Attn: Jeffrey Beard

Roosevelt Towers
Tenant Council
14 Roosevelt Towers
#705E
Cambridge, MA 02141

Russell Apartments
Tenant Council
2050 Massachusetts Ave.
Cambridge, MA 02140

Sacred Heart of Jesus
49 Sixth Street
Cambridge, MA 02141

School Committee Office

School Department
Personnel Department
159 Thorndike Street
Cambridge, MA 02141
Attn: Norma Perry

Shelter, Inc.
109 School Street
Cambridge, MA 02139
Attn: Director

Solutions at Work
1151 Massachusetts Avenue
Cambridge, MA 02138
Attn: Macy Delong

Somerville Cambridge Elder Services and
ElderLink
61 Medford Street
Somerville, MA 02143-3429

Spare Change
1151 Massachusetts Avenue
Cambridge, MA 02138
Attn: Joe Caldwell

St Mary of the Annunciation
134 Norfolk St.
Cambridge, MA 02139

St Peter's Episcopal Church
838 Mass. Ave.
Cambridge, MA 02139

St. Anthony (Portuguese)
400 Cardinal Medeiros Ave.
Cambridge, MA 02141

St. Bartholomew's Church
(Episcopal)
239 Harvard St.
Cambridge, MA 02139

St. Francis of Assisi
(Italian)
235 Cambridge St.
Cambridge, MA 02141

St. James Episcopal Church Food Pantry &
Meal Program
1991 Massachusetts Avenue
Cambridge, MA 02138

St. James's Episcopal Church
1991 Massachusetts Avenue
Cambridge, MA 02138

St. John The Evangelist
2254 Mass. Ave.
Cambridge, MA 02140

St. Mary's Orthodox Church
8 Inman Street
Cambridge, MA 02139

St. Paul
29 Mt. Auburn Street
Cambridge, MA 02138

St. Paul AME Church
37 Bishop Allen Drive
Cambridge, MA 02139

St. Paul's Residence
Tenant Council
32-34 Mt. Auburn St.
Cambridge, MA 02138
Attn: Marianne Lyons

St. Peter
100 Concord Ave.
Cambridge, MA 02139

Temple Beth Shalom
of Cambridge
8 Tremont St.
Cambridge, MA 02140

The ARCO Forum
Institute of Politics
JFK School of Government
79 JFK Street
Cambridge, MA 02138

The Cambridge Art Assoc.
25 Lowell Street
Cambridge, MA 02141
Attn: Kathryn Schultz

The Dance Complex
536 Massachusetts Avenue
Cambridge, MA 02139

The Family Resource Ctr.
M.I.T. (Room 4-144)
77 Mass. Ave.
Cambridge, MA 02139

The Salvation Army
402 Mass. Ave.
Cambridge, MA 02138
Attn: Sam Ellcock

Thelma Dixon
Human Resource Manager
Office/Refugees & Immig.
18 Tremont Street, 6th Fl.
Boston, MA 02108-2301

Transgender Pride Comm.
276 Pearl Street
Unit L
Cambridge, MA 02139
Attn: Nancy Nangeroni

Transition House
P.O. Box 390672
Cambridge, MA 02139

Truman Apartments
Tenant Council
25 Eighth Street
Cambridge, MA 02141

Union Baptist Church
874 Main Street
Cambridge, MA 02139

United Presbyterian
Church of Cambridge
1418 Cambridge St.
Cambridge, MA 02139

University Lutheran Church
66 Winthrop Street
Cambridge, MA 02138

Vinfen Corporation
950 Cambridge St.
Cambridge, MA 02141
Attn: Denise Maguire

Volpe Center
55 Broadway
Cambridge, MA 02142
Attn: Alfrida Coombs

Volpe Center
55 Broadway
Cambridge, MA 02142
Attn: Francine Eladhari

Washington Elms Tenant Council
131 Washington Street
Cambridge, MA 02139

Weaver Apartment
Tenant Council
81 Clifton Street
Cambridge, MA 02140

Western Ave Baptist Church
299 Western Avenue
Cambridge, MA 02139

Willow Street Homes
Tenant Council
46 Willow Street
Cambridge, MA 02141

Women's Counseling & Resource Center
46 Pleasant Street
Cambridge, MA 02139

Woodrow Wilson Court
Tenant Council
9 Woodrow Wilson Ct.
#60
Cambridge, MA 02139

Young Adults Transitional Living
3 Bigelow Street
Third Floor
Cambridge, MA 02139

Youville House
1573 Cambridge Street
Cambridge, MA 02138-4370
Attn.: Joanne C. Parsons

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

April 1, 1997 through June 30, 1997

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

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
D, M	City Manager Sponsored Diversity Training: Session 1	6/12/97	54	13	22
D, M	City Manager Sponsored Diversity Training: Session 2	6/18/97	52	12	23
M	How to Write a Job Description	4/30/97	4	1	2
M	Setting Performance Goals	6/5/97	10	4	7
G	Business Writing	5/22/97	11	7	7
G	City of Cambridge: Home on the Web	4/24/97	8	2	2
G	Computer Network Basics	5/28/97	7	1	7
G	Conflict of Interest	4/22/97	16	4	10
C	Preventing Sexual Harassment	5/15/97	29	12	13
H	Elder, Child, Disabled Abuse	4/17/97	17	10	13
H	CPR	6/25/97	15	8	14
H	AIDS, HIV, Hepatitis B	6/19/97	11	7	6
H	Boning up on Bone Health	5/13/97	9	3	9
H	Fats of Life	5/21/97	*		
TOTAL FOR QUARTER:			243	84 (34%)	135 (55%)

* Attendance information not available

CODES FOR TYPE OF TRAINING:
C Core Curriculum: New Employee or Required Training
D Diversity
G General Skill Development
H Personal Health, Lifestyle, Safety
M Management Development
O Other

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

July 1 through September 30, 1997

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

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
G	Americans with Disabilities	7/19	12	6	10
G	Polish Your Communication Skills	8/14	15	8	9
G	Responding to Public Record Requests	9/17	29	6	20
D	Workforce Diversity	8/18	12	8	9
D,M	City Manager sponsored Diversity Training	9/25	52	12	23
M	Management Round Table: Employee/Job Match	7/9	10	0	8
M	Management Round Table: Challenge at Work	8/4	11	1	6
M	Supportive Confrontation	9/23	7	3	6
H	Substance Abuse and Intro to EAP	8/21	13	6	9
H	Yoga: Session 1	9/19	11	5	10
	Session 2	9/26	10	4	9
H	Getting Started with Exercise	7/23	8	2	6

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

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

July 1 through September 30, 1997

O	Cambridge Demographics	8/12	4	0	2
O	How To Be A Smart Consumer	7/22	6	2	6
O	Public Art Appreciation	7/29	8	1	6
O	A Walk Around Central Square	8/5	11	3	9
TOTAL FOR QUARTER:			219	67 (30.6%)	148 (67.6%)

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

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

October 1 through December 31, 1997

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

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
G	Communicating with a TTY: Two sessions	12/12- 12/19	4	0	1
G	Filling City Vacancies	10/22	4	1	4
G	Polish Your Communication Skills	10/9	4	3	4
G	Team Building: Purchasing (2 sessions)		8 7	2 1	7 6
G	Preventing Sexual Harassment	11/20	22	4	6
G	Preventing Sexual Harassment	12/4	19	7	9
D,M	City Manager sponsored Diversity Training	10/3	46	11	23
M	Management Round Table: Maintaining Good Communication	10/29	12	3	8
M	Management Round Table: Evaluating Employees	11/5	9	1	5
M	Making Meetings Work	11/18	4	0	3
M	Performance Management	10/8	10	5	8

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

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

October 1 through December 31, 1997

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
H	Elder/Child/Disabled Abuse (DHSP sponsored)	10/16	13	6	6
H	CPR	12/2	10	5	9
H	AIDS/HIV/Hepatitis B (DHSP sponsored)	12/18	13	4	8
H	Yoga: Eight Sessions (4-12 attendees) per session	10/3 11/21	38	8	36
<i>TOTAL FOR QUARTER:</i>			223	61 (27%)	143 (64%)

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

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

January 1, 1998 through March 31, 1998

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

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
G	Americans with Disabilities Workshop	1/15/98	8	5	5
G	Managing Your Own Career Development	2/11/98	10	4	8
G	Preventing Sexual Harassment	2/3/98	17	5	10
G	Procurement of Supplies and Services	1/21/98	20	8	11
G	Receiving Performance Appraisals	2/24/98	7	2	5
G	Conducting Screening Interviews	3/17/98	19	4	15
M,S	Internal Customer Service	1/13/98	9	2	7
M	Conducing Performance Appraisals	1/28/98	10	2	9
M	Expectations of Employees	2/10/98	11	4	1

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

January 1, 1998 through March 31, 1998

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
M	Performance Management	3/25/98	6	0	4
M	Performance Management (CDD)	2/5/98	5	0	3
M	Performance Management (Police)	3/11/98	48	3	4
M	Performance Management (DPW)	1/14/98	8	2	2
M	Performance Management (DPW)	2/11/98	11	0	1
TOTAL FOR QUARTER:			189	41 (21.7%)	85 (45%)

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

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

April 1, 1998 through June 30, 1998

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

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
D	Born in Another Country – Informal Group Discussion	6/24/98	20	9	11
D	Coalition and Alliance Building in Affirmative Action	6/3/98	17	4	9
G	AIDS/HIV/Hepatitis B	6/18/98	6	3	4
G	Constructive Conflict Resolution	5/13/98	13	6	10
G	Career Development Overview	6/25/98	4	2	2
G	Flex Time Information Session Employee (five sessions)	4/98	64	11	46
G	Preventing Sexual Harassment	4/22/98	14	1	3
G	Preventing Sexual Harassment	5/21/98	16	2	12
G	Preventing Sexual Harassment	6/23/98	19	9	14
G	Preventing Sexual Harassment	6/25/98	9	4	2
G	Preventing Sexual Harassment	6/29/98	19	10	9
G	Selling Yourself	4/9/98	7	4	7

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

April 1, 1998 through June 30, 1998

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
H	Balancing Work and Family	5/14/98	10	1	5
H	Elder/Child/Disabled Abuse	4/16/98	12	3	9
H	Preventing Typing Injuries	5/6/98	10	2	10
M	Early Disciplinary Intervention	5/27/98	11	1	7
M	Formal and Informal Communication	4/1/98	6	1	4
M	Flex Time Information Session Management (three sessions)	4/98	73	9	44
M	Performance Management	4/17/98	8	2	6
M	Performance Management	6/26/98	8	1	6
M	Supervision: Successes and Challenges	6/9/98	10	1	6
S	Difficult People/Difficult Situations	4/7/98	20	7	13
TOTAL FOR QUARTER:			376	93 (24.7%)	239 (63.6%)

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

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

July 1 through September 30, 1998

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

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
D	Born/Raised in Cambridge – Informal Discussion Group	7/15/98	21	8	12
D	Long Term Employees - Informal Discussion Group	7/29/98	13	1	9
D	Successfully Changed Departments - Informal Discussion Group	8/12/98	5	0	3
D	Diversity Training	8/4/98	19	6	9
D	Diversity Training	8/6/98	23	9	8
D	Diversity Training	8/25/98	21	8	12
D	Diversity Training	8/27/98	22	9	8
D	Diversity Training	9/15/98	20	5	11
D	Diversity Training	9/17/98	17	4	5
D	Diversity Training	9/23/98	21	4	8
D	Diversity Training	9/24/98	14	3	7
D	Diversity Training	9/28/98	20	4	9
G	Americans with Disabilities Act	9/17/98	8	3	4
G	Time Management Workshop	8/4/98	9	4	7

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
	H	CPR	7/28/98	14	4	9
	M	Performance Management	9/24/98	10	5	7
	S	Dealing With Challenging Citizens	9/29/98	22	8	17
TOTAL FOR QUARTER:				279	85 (30.5%)	145 (52%)

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

CITY OF CAMBRIDGE
EEO REPORT - DEPARTMENTAL PROFILE
All City Employees as of 102998

Animal Commission		Minorities	Women
1	OFFICIALS/ADMIN	%	%
2	PROTECTIVE SERVICE	%	(2) 100.0 %
3	TOTAL	%	(2) 66.7 %
Assessors		Minorities	Women
4	OFFICIALS/ADMIN	(1) 25.0 %	(2) 50.0 %
6	TECHNICIANS	(2) 33.3 %	(4) 66.7 %
1	PARAPROFESSIONAL	%	(1) 100.0 %
4	ADMIN SUPPORT	(2) 50.0 %	(3) 75.0 %
15	TOTAL	(5) 33.3 %	(10) 66.7 %
Auditing		Minorities	Women
1	OFFICIALS/ADMIN	%	%
1	PROFESSIONAL	%	(1) 100.0 %
1	TECHNICIANS	%	(1) 100.0 %
4	ADMIN SUPPORT	(2) 50.0 %	(4) 100.0 %
7	TOTAL	(2) 28.6 %	(6) 85.7 %
Budget		Minorities	Women
1	OFFICIALS/ADMIN	%	%
2	TECHNICIANS	%	(1) 50.0 %
1	PARAPROFESSIONAL	(1) 100.0 %	(1) 100.0 %
4	TOTAL	(1) 25.0 %	(2) 50.0 %
Cable Television		Minorities	Women
1	PROFESSIONAL	%	%
3	TECHNICIANS	(2) 66.7 %	(1) 33.3 %
1	ADMIN SUPPORT	%	(1) 100.0 %
5	TOTAL	(2) 40.0 %	(2) 40.0 %
City Clerk's Office		Minorities	Women
2	OFFICIALS/ADMIN	%	(2) 100.0 %
1	PROFESSIONAL	(1) 100.0 %	(1) 100.0 %
1	PARAPROFESSIONAL	%	(1) 100.0 %
5	ADMIN SUPPORT	(4) 80.0 %	(5) 100.0 %
9	TOTAL	(5) 55.6 %	(9) 100.0 %

CITY OF CAMBRIDGE
EEO REPORT - DEPARTMENTAL PROFILE
All City Employees as of 102998

City Council Office		Minorities	Women
1	PARAPROFESSIONAL	%	(1) 100.0 %
1	ADMIN SUPPORT	%	(1) 100.0 %
2	TOTAL	%	(2) 100.0 %
Community Development		Minorities	Women
11	OFFICIALS/ADMIN	(1) 9.1 %	(5) 45.5 %
19	PROFESSIONAL	(1) 5.3 %	(10) 52.6 %
11	TECHNICIANS	(5) 45.5 %	(7) 63.6 %
14	PARAPROFESSIONAL	(6) 42.9 %	(11) 78.6 %
8	ADMIN SUPPORT	(3) 37.5 %	(8) 100.0 %
63	TOTAL	(16) 25.4 %	(41) 65.1 %
Conservation Commission		Minorities	Women
1	OFFICIALS/ADMIN	%	(1) 100.0 %
1	TOTAL	%	(1) 100.0 %
Dept Human Services Prgm		Minorities	Women
13	OFFICIALS/ADMIN	(3) 23.1 %	(11) 84.6 %
98	PROFESSIONAL	(21) 21.4 %	(73) 74.5 %
150	TECHNICIANS	(41) 27.3 %	(89) 59.3 %
267	PARAPROFESSIONAL	(103) 38.6 %	(172) 64.4 %
38	ADMIN SUPPORT	(19) 50.0 %	(35) 92.1 %
37	SERVICE/MAINTENANCE	(13) 35.1 %	(5) 13.5 %
603	TOTAL	(200) 33.2 %	(385) 63.8 %
Election Commission		Minorities	Women
6	OFFICIALS/ADMIN	(1) 16.7 %	(4) 66.7 %
16	ADMIN SUPPORT	(6) 37.5 %	(14) 87.5 %
22	TOTAL	(7) 31.8 %	(18) 81.8 %
Electrical Department		Minorities	Women
1	OFFICIALS/ADMIN	%	%
1	PARAPROFESSIONAL	%	(1) 100.0 %
8	SKILLED CRAFT	%	%
10	TOTAL	%	(1) 10.0 %

CITY OF CAMBRIDGE
EEO REPORT - DEPARTMENTAL PROFILE
All City Employees as of 102998

Emergency Communications		Minorities	Women
1	OFFICIALS/ADMIN	%	%
3	PROFESSIONAL	%	%
6	TECHNICIANS	(1) 16.7 %	(2) 33.3 %
28	PROTECTIVE SERVICE	(3) 10.7 %	(10) 35.7 %
1	PARAPROFESSIONAL	(1) 100.0 %	%
1	ADMIN SUPPORT	%	(1) 100.0 %
40	TOTAL	(5) 12.5 %	(13) 32.5 %
Emergency Management		Minorities	Women
1	OFFICIALS/ADMIN	%	%
1	PROTECTIVE SERVICE	%	%
1	ADMIN SUPPORT	%	(1) 100.0 %
3	TOTAL	%	(1) 33.3 %
Executive City Manager		Minorities	Women
3	OFFICIALS/ADMIN	(1) 33.3 %	%
2	PROFESSIONAL	(1) 50.0 %	(1) 50.0 %
11	PARAPROFESSIONAL	(9) 81.8 %	(6) 54.5 %
2	ADMIN SUPPORT	%	(2) 100.0 %
18	TOTAL	(11) 61.1 %	(9) 50.0 %
Finance Administration		Minorities	Women
2	OFFICIALS/ADMIN	%	%
1	TECHNICIANS	%	%
3	TOTAL	%	%
Fire		Minorities	Women
13	OFFICIALS/ADMIN	%	%
67	PROFESSIONAL	(5) 7.5 %	%
201	PROTECTIVE SERVICE	(36) 17.9 %	(2) 1.0 %
2	ADMIN SUPPORT	%	(2) 100.0 %
1	SKILLED CRAFT	%	%
284	TOTAL	(41) 14.4 %	(4) 1.4 %
General Services		Minorities	Women
1	TECHNICIANS	%	%
2	ADMIN SUPPORT	%	(2) 100.0 %
3	SKILLED CRAFT	%	%
1	SERVICE/MAINTENANCE	%	%

CITY OF CAMBRIDGE
EEO REPORT - DEPARTMENTAL PROFILE
All City Employees as of 102998

7 TOTAL % (2) 28.6 %

Historical Commission Minorities Women

1 OFFICIALS/ADMIN % %
4 PROFESSIONAL % (4) 100.0 %
2 PARAPROFESSIONAL % (1) 50.0 %

7 TOTAL % (5) 71.4 %

Human Right's Commission Minorities Women

1 OFFICIALS/ADMIN % (1) 100.0 %
1 PROFESSIONAL % (1) 100.0 %
3 ADMIN SUPPORT (1) 33.3 % (3) 100.0 %

5 TOTAL (1) 20.0 % (5) 100.0 %

Inspectional Services Minorities Women

3 OFFICIALS/ADMIN (1) 33.3 % %
1 PROFESSIONAL % %
3 TECHNICIANS % %
15 PROTECTIVE SERVICE (1) 6.7 % (2) 13.3 %
2 PARAPROFESSIONAL % (1) 50.0 %
5 ADMIN SUPPORT (1) 20.0 % (5) 100.0 %

29 TOTAL (3) 10.3 % (8) 27.6 %

Legal Department Minorities Women

2 OFFICIALS/ADMIN % %
7 PROFESSIONAL (1) 14.3 % (5) 71.4 %
3 ADMIN SUPPORT % (3) 100.0 %

12 TOTAL (1) 8.3 % (8) 66.7 %

Libraries Minorities Women

2 OFFICIALS/ADMIN (1) 50.0 % (2) 100.0 %
37 PROFESSIONAL (3) 8.1 % (26) 70.3 %
22 PARAPROFESSIONAL (3) 13.6 % (13) 59.1 %
36 ADMIN SUPPORT (14) 38.9 % (22) 61.1 %
2 SKILLED CRAFT % %
2 SERVICE/MAINTENANCE (1) 50.0 % %

101 TOTAL (22) 21.8 % (63) 62.4 %

CITY OF CAMBRIDGE
EEO REPORT - DEPARTMENTAL PROFILE
All City Employees as of 102998

License Commission		Minorities	Women
3	OFFICIALS/ADMIN	(1) 33.3 %	%
2	PROFESSIONAL	%	(2) 100.0 %
2	PROTECTIVE SERVICE	(1) 50.0 %	%
4	ADMIN SUPPORT	(2) 50.0 %	(4) 100.0 %
11	TOTAL	(4) 36.4 %	(6) 54.5 %
MIS		Minorities	Women
1	OFFICIALS/ADMIN	%	(1) 100.0 %
12	PROFESSIONAL	(5) 41.7 %	(6) 50.0 %
1	TECHNICIANS	%	(1) 100.0 %
2	ADMIN SUPPORT	(2) 100.0 %	(1) 50.0 %
16	TOTAL	(7) 43.8 %	(9) 56.3 %
Mayor's Office		Minorities	Women
1	OFFICIALS/ADMIN	%	(1) 100.0 %
3	ADMIN SUPPORT	(2) 66.7 %	(2) 66.7 %
1	SERVICE/MAINTENANCE	(1) 100.0 %	%
5	TOTAL	(3) 60.0 %	(3) 60.0 %
Peace Commission		Minorities	Women
1	OFFICIALS/ADMIN	%	(1) 100.0 %
1	TOTAL	%	(1) 100.0 %
Personnel		Minorities	Women
2	OFFICIALS/ADMIN	%	(1) 50.0 %
4	PROFESSIONAL	(1) 25.0 %	(3) 75.0 %
2	TECHNICIANS	(1) 50.0 %	(2) 100.0 %
1	PARAPROFESSIONAL	(1) 100.0 %	%
3	ADMIN SUPPORT	(2) 66.7 %	(3) 100.0 %
12	TOTAL	(5) 41.7 %	(9) 75.0 %
Police		Minorities	Women
8	OFFICIALS/ADMIN	(2) 25.0 %	(2) 25.0 %
18	PROFESSIONAL	(2) 11.1 %	(1) 5.6 %
33	TECHNICIANS	%	(1) 3.0 %
215	PROTECTIVE SERVICE	(64) 29.8 %	(31) 14.4 %
66	PARAPROFESSIONAL	(19) 28.8 %	(44) 66.7 %
23	ADMIN SUPPORT	(7) 30.4 %	(22) 95.7 %
3	SERVICE/MAINTENANCE	%	%

CITY OF CAMBRIDGE
EEO REPORT - DEPARTMENTAL PROFILE
All City Employees as of 102998

366	TOTAL	(94) 25.7 %	(101) 27.6 %
	Police Review/Adv. Board	Minorities	Women
1	OFFICIALS/ADMIN	(1) 100.0 %	(1) 100.0 %
1	TOTAL	(1) 100.0 %	(1) 100.0 %
	Public Celebrations	Minorities	Women
1	OFFICIALS/ADMIN	%	(1) 100.0 %
2	PROFESSIONAL	%	(1) 50.0 %
6	PARAPROFESSIONAL	(3) 50.0 %	(5) 83.3 %
9	TOTAL	(3) 33.3 %	(7) 77.8 %
	Public Works Department	Minorities	Women
11	OFFICIALS/ADMIN	%	%
8	PROFESSIONAL	(2) 25.0 %	(2) 25.0 %
11	TECHNICIANS	%	(1) 9.1 %
11	PARAPROFESSIONAL	(4) 36.4 %	(3) 27.3 %
10	ADMIN SUPPORT	%	(8) 80.0 %
92	SKILLED CRAFT	(18) 19.6 %	(1) 1.1 %
68	SERVICE/MAINTENANCE	(18) 26.5 %	(2) 2.9 %
211	TOTAL	(42) 19.9 %	(17) 8.1 %
	Purchasing	Minorities	Women
1	OFFICIALS/ADMIN	%	(1) 100.0 %
1	PROFESSIONAL	%	(1) 100.0 %
4	TECHNICIANS	(1) 25.0 %	(3) 75.0 %
1	PARAPROFESSIONAL	%	(1) 100.0 %
1	ADMIN SUPPORT	%	(1) 100.0 %
8	TOTAL	(1) 12.5 %	(7) 87.5 %
	Traffic, Parking & Transportation	Minorities	Women
3	OFFICIALS/ADMIN	%	(1) 33.3 %
3	PROFESSIONAL	%	(2) 66.7 %
5	TECHNICIANS	(1) 20.0 %	(3) 60.0 %
31	PROTECTIVE SERVICE	(12) 38.7 %	(12) 38.7 %
1	PARAPROFESSIONAL	(1) 100.0 %	%
13	ADMIN SUPPORT	(5) 38.5 %	(13) 100.0 %
20	SKILLED CRAFT	(4) 20.0 %	%
8	SERVICE/MAINTENANCE	%	(1) 12.5 %

CITY OF CAMBRIDGE
 EEO REPORT - DEPARTMENTAL PROFILE
 All City Employees as of 102998

84	TOTAL	(23) 27.4 %	(32) 38.1 %
Treasury/Revenue		Minorities	Women
1	PROFESSIONAL	%	(1) 100.0 %
1	PARAPROFESSIONAL	%	(1) 100.0 %
12	ADMIN SUPPORT	(5) 41.7 %	(12) 100.0 %
14	TOTAL	(5) 35.7 %	(14) 100.0 %
Veterans' Services		Minorities	Women
1	OFFICIALS/ADMIN	(1) 100.0 %	%
1	PROFESSIONAL	%	%
1	PARAPROFESSIONAL	%	(1) 100.0 %
3	TOTAL	(1) 33.3 %	(1) 33.3 %
Water Department		Minorities	Women
1	OFFICIALS/ADMIN	%	%
7	PROFESSIONAL	(1) 14.3 %	%
5	TECHNICIANS	(1) 20.0 %	(1) 20.0 %
3	PARAPROFESSIONAL	%	(3) 100.0 %
4	ADMIN SUPPORT	(1) 25.0 %	(3) 75.0 %
34	SKILLED CRAFT	(4) 11.8 %	%
5	SERVICE/MAINTENANCE	%	%
59	TOTAL	(7) 11.9 %	(7) 11.9 %
Weights and Measures		Minorities	Women
1	OFFICIALS/ADMIN	%	%
1	TOTAL	%	%
Women's Commission		Minorities	Women
1	OFFICIALS/ADMIN	%	(1) 100.0 %
1	ADMIN SUPPORT	%	(1) 100.0 %
2	TOTAL	%	(2) 100.0 %

CITY OF CAMBRIDGE
EEO REPORT - DEPARTMENTAL PROFILE
All City Employees as of 102998

Record totals		Minorities		Women	
107	Officials/Admin	(14)	13.1	(39)	36.4
301	Professional	(44)	14.6	(141)	46.8
245	Technicians	(55)	22.4	(117)	47.8
495	Protective Service	(117)	23.6	(59)	11.9
415	Paraprofessional	(151)	36.4	(267)	64.3
208	Admin Support	(78)	37.5	(182)	87.5
160	Skilled Craft	(26)	16.3	(1)	.6
125	Service/Maintenance	(33)	26.4	(8)	6.4
2,056	TOTAL CITY EMPLOYEES	(518)	25.2 %	(814)	39.6 %



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

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9.

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

November 23, 1998

To the Honorable, the City Council:

In response to Awaiting Report # 24 regarding a report on the progress of the goals as recommended in the Civil and Human Rights Committee report, I am pleased to report the following information:

- 1. Insure that all employees of the City are given meaningful training in diversity issues forthwith.*

There are a variety of diversity training initiatives currently underway. During the spring and fall of 1997, four sessions of diversity training were conducted for department heads and senior departmental managers. These sessions, comprised of 16 hours of training as well as small group meetings between sessions, included between 46 and 54 participants per session. At the conclusion of the senior management training, several sub-committees were created to ensure that the diversity effort was continued. The sub-committees included (1) Diversity Training, (2) Organization Development, and (3) Recruiting, Hiring, Promoting, Retaining Employees. Recently, a sub-committee on (4) Diversity Communication has been added. The Sub-committee on Diversity Training coordinates diversity training activities within the City and ensures that there are a variety of ways for employees to learn about diversity.

Mandatory diversity training for all employees was begun in August 1998. This training is intended to establish a "base-line" for employees to have a common understanding of the fundamental principles and values of diversity. Each half-day session includes approximately 20 participants; groups are created to be diverse, in terms of race, gender, department, level, and type of work of performed. The workshop objectives are:

- Provide basic skills training to help employees function effectively in a diverse workforce;
- Increase awareness of how basic assumptions and values affect interactions with others and delivery of service to a diverse community;
- Examine concepts of bias, stereotyping, and discrimination, and understand how they impact all employees personally and professionally; and
- Develop understanding of how we benefit from being part of a diverse workforce.

Consent #9

735

Relative to 24, regarding a
report on the progress of the goals as
recommended in the Civil and Human Rights
Committee report.

In City Council November 23, 1998

Referred to
Human + Civil Rights Committee
on motion of C. Rees

sent to C. Tran-Tafellow 11/25/98