



City of Cambridge

Calendar Item #14

IN CITY COUNCIL

February 10, 1997

COUNCILLOR TRIANTAFILLOU

ORDERED: That the City Manager be and is hereby requested to

- a. Insure that all employees of the City are given meaningful training in diversity issues forthwith;
- b. Examine EEOC reporting information and create an accurate profile of city employees;
- c. Prepare employment data on minority hiring and retention in a consistent fashion so that the Council can compare the City's progress accurately.
- d. 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 that we have an active pool of minority candidates from which to choose potential employees, including but not limited to a resume bank.
- e. Contact all minority churches in Cambridge and organize job fairs and/or information sharing at such sites;
- f. Report to the council on a quarterly basis, the relevant employment statistics showing minority hiring and retention, training, and goals progress by department, as well as goals and objectives for the Affirmative Action Director accompanied by an implementation schedule.
- g. Re-examine and update affirmative action goals immediately and report to the City Council with said results and thereafter on an annual basis.

In City Council February 10, 1997

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

HUMAN AND CIVIL RIGHTS COMMITTEE

REPORT ON THE RESIDENCY ORDINANCE AND AFFIRMATIVE ACTION

January 27, 1997

Katherine Triantafillou, Chair
Henrietta Davis
Kenneth E. Reeves

1. On December 18, 1995, the City of Cambridge enacted the Cambridge First Hiring and Residency Requirement. More popularly known as the Residency Ordinance, Chapter 2.120 took effect on January 1, 1996.
2. On or about June 20, in response to a council order,¹ Michael Gardner issued a memorandum describing the effects of the Residency Ordinance on Hiring. The memorandum summarized the situation as follows: “The Residency ordinance has not increased the percentage of new City employees who are Cambridge residents. It has however put constraints on the hiring process which negatively impact our ability to attract and hire the best qualified candidates...The extremely low unemployment rate in the City and the generally low unemployment rate in the region exacerbate the difficulty of attracting highly qualified job applicants willing to be told where they must live.”
3. Most controversial were the assertions that the residency ordinance had a negative affect upon affirmative action² and that the City Manager had restructured a job³ in order to hire someone not living in City, along with the City Manager’s recommendation that the ordinance be repealed.
4. When the Gardner Memo reached the Council agenda on July 29, 1996 it was immediately postponed under the charter-right procedures of the Council Rules. Thereafter, the issue was referred to the Human and Civil Rights Committee for further study.

¹ The order, appended hereto as Council Order No. 33 of May 20, 1996 asked the City Manager to update the council as to the affect of the Residency Ordinance on hiring in the City. Tab 1.

² “In my view, there is no question but that the residency ordinance seriously interferes with the City’s capacity to effectively recruit and hire minority candidates in senior positions of all kinds, most particularly Officials and Administrators and Professionals, the categories where we continue to experience under utilization.” Gardner Memo, page 3, at Tab 2.

³ The job in question is the Assistant Personnel Director, a position recently added to the Department amidst some controversy during the budget debates of 1995. In addition, this a was a position some members of the community felt should be given to a minority candidate.

5. The Committee held three hearings on the Gardner Memo. Two of the hearings took place at City Hall (September 25, 1996 and October 10, 1996) and a third hearing took place at the Cambridge Community Center on Callendar Street (November 6, 1996). Pursuant to the request of Councilor Toomey the second two hearings were televised on the municipal cable station. Minutes from each committee hearing are available as well as the cable tape from the second two, from the City Clerk and the Cable Office.
6. A total of five people testified at the first hearing of the Committee. Significantly, the Director of Affirmative Action for the City, Mr. William Gomes, stated that he thought the Residency Ordinance “is a good tool.” Representative Alvin Thompson, representing the local NAACP chapter concurred, stating that the organization voted to support the ordinance.
7. At the first committee meeting, Mr. Gardner explained the Administration’s interpretation of the ordinance and shared some of the statistics upon which he based his memorandum. Because he did not have all the statistical information that was requested by the council members in attendance, the meeting was adjourned to allow him to gather such information and present it at the next committee meeting.
8. At the first committee meeting Mr. Gardner did state that there were a total of 585 hires during the period in question and that of these 80.34% were Cambridge residents and 264, or 45%, were minority residents. However, he stated that excluding the Mayor’s Summer Youth Program hires, the total was significantly lower, only 240 hires. Of that number, 127 or 52.9% were Cambridge residents and 69 or 20% were minorities; 40 or 16% of these were both minorities and city residents.

9. At the meeting on October 10th, Mr. Gardner presented the council members with 11 documents, all of which are appended to this report⁴. One of these documents, #3, shows a summary of hiring activity for the first nine months of calendar years 1995 and 1996. While the comparative data seems to suggest that the number of Cambridge hires is relatively even - 53.89% vs. 52.87% - the number of minority hires is almost half of what it was in 1995. Given that the data excludes the Hospital, Neville Manor and the Mayor's Summer Youth positions, as well as individuals with prior City employment, it is difficult to extrapolate one causative factor for the decrease.
10. Members of the committee were also concerned that the EEOC data categories were inaccurate. For example, of the Officials and Administrators Category there were 4 minority members listed who do not set policy or direct a department or exercise any supervisory duties, criteria for inclusion in this category. There was also one minority employee who was not on this list but should be.
11. Another area of concern was that the comparative data was not always consistent. For example, some data included the hospital, some didn't; some data included the Mayor's Summer Program, some didn't. In addition, the list showing the new hires between January and September 1996, includes the staff of the Mayor's Program but not the enrollees.
12. At the third hearing on this issue, two very significant problems came to light. First, the City does not seem to have an organized, coordinated method for collecting and maintaining information about minorities who are interested in employment with the

⁴ See Tab 3.

City. One woman who testified on that evening stated that she had sent in an application for a job to the Emergency Response System. She is a woman of color who appears to have significant professional experience. She neither received a response from the City nor was her resume placed where it could be accessed for future positions. Second, of the 1,980 full time jobs in this City, 1,584 are either civil service or subject to collective bargaining contracts. Hence, the ordinance applies to only 396 or 20% of positions available in the City at any one time, a relatively small percentage.

13. Nevertheless, it was the sentiment of those present at the third hearing that the perception in the minority community is that no matter how many jobs there are, these jobs are not going to minorities who live in Cambridge. Furthermore, minorities are not retained in City employment to any significant degree nor are they promoted within the departments so that they can rise to top positions in City Government.
14. To the extent that the Residency Ordinance was thought to address this problem,⁵ it clearly has not. And given the Administration's hostility to the ordinance, it clearly cannot. Unfortunately, the Gardner memo operated to polarize the issue in a way that is neither productive nor consistent.

⁵ The primary thrust of the Ordinance was to insure that Cambridge residents are given a "heads up" opportunity to be hired for jobs within the City of Cambridge. In the debates on the ordinance it was rarely mentioned that the purpose of the ordinance was to insure that minorities receive better treatment by the City in its hiring and employment practices.

15. Several of the anecdotes in the Gardner memo cannot be substantiated. And as described above, the data provided does not necessarily prove the point that the ordinance is a hindrance to minority hiring in the short term.⁶
16. Racial issues in this country are perhaps the most difficult and most polarizing. One need only review this past year's headlines to find ample evidence of the difficulty white and black America have in coming to grips with those divisions.⁷ While this report clearly cannot resolve those issues, it must be the intent of this City to narrow the gap between perception and reality as much as possible. To that end, the City Manager must embark on a renewed effort to meet the expectations of its citizens - all its citizens - to be treated fairly in the hiring and promotions practices of this city. While we do have an Affirmative Action Policy, and while the statistics proffered by the Administration suggest that we have more than met our goals, it is the position of this committee that we need to reexamine those goals to insure greater participation from greater numbers of minorities throughout the City. Ultimately, affirmative action must be about more than goal setting in order to be successful. The City must take proactive measures to aggressively recruit, train, retain and promote minority employees.
17. While this report has been pending the City Manager has suggested ways in which his office can improve its record with regard to Affirmative Action. (See memo dated November 29, 1996 at Tab 4). Certainly this is a good beginning. In addition, it appears that the Administration has increased its diversity training. (See Diversity

⁶ Some members of the Committee felt that the long term effects of the Ordinance would have a negative effect upon minority hiring.

⁷ Although this report highlights the concerns of African-Americans, the Committee acknowledges that the Hispanic community, as well as other minority groups, are seriously under-represented in the City.

Newsletter, December 1996 at Tab 5). The City Manager must insure that all employees of the City are given meaningful training in diversity issues, **forthwith**. The City Manager must also examine its EEOC reporting information and create an accurate profile of city employees; it must prepare data in a consistent fashion so that we can compare our progress accurately. Finally, the City Manager must immediately institute procedures whereby applications from and information regarding minority candidates is retained and utilized. The administration should be in very close contact with all the minority churches in Cambridge and organize job fairs and/or information sharing at sites such as these which will reach the minority community more consistently than its current methods.

18. The City Manager should also be compelled by council order to report to it on a quarterly basis the relevant employment statistics showing minority hiring, retention, and promotion, as well as training opportunities and goals progress by department, as well as measurable individual goals and objectives for the Affirmative Action Director with a clear implementation schedule. In particular each department head should demonstrate how they have sought to increase the pool of minority candidates/employees in City Government.
19. While the pros and cons of a residency ordinance may be debated endlessly, it is clear that the Administration has not yet made the case that affirmative action issues should be dispositive of whether the ordinance stands or falls at this time.
20. The Committee therefore recommends that the Gardner memo be placed on file and that the attached resolutions be adopted by the Council.

January 27, 1997

Respectfully submitted,

Katherine Triantafillou, Chair

Henrietta Davis

Kenneth E. Reeves

RESOLUTION REGARDING AFFIRMATIVE ACTION PROGRESS AND GOALS

Resolved, that the City Manager be and is hereby requested to

- a. Insure that all employees of the City are given meaningful training in diversity issues forthwith;
- b. Examine EEOC reporting information and create an accurate profile of city employees;
- c. Prepare employment data on minority hiring and retention in a consistent fashion so that the Council can compare the City's progress accurately.
- d. 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 that we have an active pool of minority candidates from which to choose potential employees, including but not limited to a resume bank.
- e. Contact all minority churches in Cambridge and organize job fairs and/or information sharing at such sites;
- f. Report to the council on a quarterly basis, the relevant employment statistics showing minority hiring, promotion and retention, training, and goals progress by department, as well as goals and objectives for the Affirmative Action Director accompanied by an implementation schedule.
- g. Re-examine and update affirmative action goals immediately and report to the City Council with said results and thereafter on an annual basis.



City of Cambridge

33.

IN CITY COUNCIL

May 20, 1996

- COUNCILLOR DAVIS
- COUNCILLOR TOOMEY
- COUNCILLOR DUEHAY
- COUNCILLOR GALLUCCIO
- COUNCILLOR REEVES
- MAYOR RUSSELL
- COUNCILLOR SULLIVAN
- COUNCILLOR TRIANTAFILLOU

ORDERED: That the City Manager be and hereby is requested to prepare a report on the effects of the residency ordinance on hiring; and be it further

ORDERED: That the report should include its effects on affirmative action, timeliness in hiring and any other impacts.

In City Council May 20, 1996

Adopted by the affirmative vote of nine members.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

D. Margaret Drury

ATTEST:-

D. Margaret Drury
City Clerk

Affirmative Action

In my view, there is no question but that the residency ordinance seriously interferes with the City's capacity to effectively recruit and hire minority candidates in senior positions of all kinds, most particularly Officials and Administrators and Professionals, the categories where we continue to experience under utilization. That is because the ordinance artificially restricts the number of minority candidates who might consider a senior level position with the City. Gross numbers illustrate the problem. According to the 1990 census data, there are approximately 21,026 minorities age 18 and over living in Cambridge, a rough approximation (slightly inflated) of the labor market. In contrast, there were 165,987 minorities age 18 and over living in Boston. And in the five counties proximate to Cambridge from which we could reasonably expect to draw commuting employees, there were (exclusive of Cambridge), 357,736 minorities age 18 and over. Thus Cambridge has less than 6% of the total potential minorities who might conceivably consider employment with the City without being required to move.

The current residency ordinance, as it requires those new hires making \$50,000 or more or supervising three or more to establish residency within the community, seriously impedes nonresident minority (and other) potential candidates for senior management positions from considering employment in Cambridge. Although there are always exceptions, persons interested in and qualified for senior positions are likely to be settled in communities with significant social ties, including school, church, and neighborhood. They may be homeowners or interested in home ownership. The prospect of disrupting those ties to take employment with the City may be very problematic, especially given the recent marked increase in the cost of housing (and how much housing each \$100,000 buys) in Cambridge compared to other communities.

Looking at where our current senior minority employees reside clearly illustrates the problem. Currently, only 34% of the minorities in the Officials and Administrators and Professionals EEO categories reside in the City. Thus whatever success we have had in these crucial areas has been in large part due to our ability to attract and retain non resident minority employees. This capacity is taken away by the ordinance.

Two of the most recent significant minority hires in the City were the Chief Public Health Officer and the Vice President for Human Resources at the Hospital. Neither candidate likely would have been interested in the position for which they applied and were ultimately accepted had they been affected by the residency ordinance. They have established community ties elsewhere and moving would have presented such life changes as to make accepting the position in Cambridge with move in requirements very unlikely. One of the hires took place after the residency ordinance was in effect. The only way that was possible was because the Hospital expected to be exempt from the ordinance before the six month deadline for moving into the City took effect.

Thus, had the ordinance been effectively in place we would most likely have missed out on two very important hires and been unable to attract these outstanding candidates.

period in FY 95.

As required by the ordinance, the City has requested that the Department of Personnel Administration (Civil Service) restrict eligibility for all civil service examinations to then current Cambridge residents. Predictably, the Personnel Administrator (head of DPA) has said no. Such a restriction is inconsistent with Massachusetts law.

The Office of Workforce Development and the DHSP have worked cooperatively with the Affirmative Action Director and the Personnel Department to hold classes in test taking skills for Cambridge residents applying for the 1996 state wide fire fighter examination—just as has been done with other major civil service examinations held in the past, prior to enactment of the ordinance.

One of the reasons the ordinance has had as little impact as it has is because its terms currently do not apply to nearly 60% of our workforce--unionized employees.

The terms of the ordinance do not apply to unionized positions in the City, absent bargaining to agreement, or, for some purposes, impasse. Because virtually all of our contracts were settled (or the submission of new proposals prohibited by agreement) before the enactment of the ordinance, there has been little bargaining over its terms. For those unions with whom we are bargaining over it, we have not yet been successful in reaching agreement. Some of the provisions of the ordinance (particularly as apply to the filling of positions for non supervisors making under \$50,000) so fundamentally change hiring rules that it is unlikely we will obtain agreement easily or any time soon.

This demonstrates the important paradox. From another perspective, the ordinance has had a profound and fundamental impact on City hiring.

Impact on Hiring Rules and Dynamics

The ordinance has had dramatic impact on the rules and procedures involved in some of our most important and complicated hiring. The requirement that certain new employees move into the City within six months of hire has fundamentally changed our hiring rules and the pool of candidates we can realistically consider. Although hiring for positions paying over \$50,000 does not occur that often, when it does, the ordinance has the effect of dramatically limiting the potential pool of candidates to be considered--to those who are current residents, active in the job market, and willing to accept employment that will foreclose the option of moving out in the future, and to those whose life situations make it attractive or acceptable for them to move here with the same future restrictions. This same limitation applies to the other positions covered by this provision of the ordinance--those employees who supervise three or more employees. Vacancies for these positions occur much more frequently than for jobs paying over \$50,000, and the pool of possible candidates for those jobs is also significantly restricted. Because salaries in these positions often start in the low \$30's, the flexibility to move in may be very limited.




PERSONNEL DEPARTMENT
MICHAEL P. GARDNER
Director

CITY OF CAMBRIDGE
795 MASSACHUSETTS AVENUE
CAMBRIDGE, MASSACHUSETTS 02139-2319
TEL. 617-349-4332
FAX. 617-349-4312

MEMORANDUM

TO: Robert W. Healy
City Manager

FROM: Michael P. Gardner
Personnel Director 

DATE: June 20, 1996

RE: Council Order #033 dated 5/20/96 RE: Effects of the Residency Ordinance on Hiring

SUMMARY

The residency ordinance has not increased the percentage of new City employees who are Cambridge residents. It has however put constraints on the hiring process which negatively impact our ability to attract and hire the best qualified candidates. The intent of the ordinance – “To hire the most qualified person...[to hire] a first class work force...to promote diversity...with the view in mind of preserving municipal jobs for residents of Cambridge” – is not supported by the ordinance. The extremely low unemployment rate in the City and the generally low unemployment rate in the region exacerbate the difficulty of attracting highly qualified job applicants willing to be told where they must live.

Statistical Impact

From one perspective, the residency ordinance has had little impact on City hiring.

The residency ordinance has been in effect since January 1, 1996. Since that time the City (exclusive of the Hospital and Neville Manor) has maintained a hiring rate for residents of 55 %. The Hospital/Neville hiring rate for residents has been 30 %. For the corresponding time period last year the numbers were virtually the same— 57 % City exclusive of Hospital and Neville and 34 % for the Hospital and Neville Manor. Thus, to date, the ordinance has had insignificant impact on resident hiring percentages.

There has however been significantly less hiring in FY 96 than for the comparable

The Ordinance Makes Hard to Fill Jobs Harder to Fill

The Hospital provides clear example of the problems with the ordinance. In the view of the Hospital Administrator and those involved in recruiting and hiring, the ordinance is completely unworkable. Even with a depressed health care labor market, restricting the department to Cambridge residents and those with the flexibility to move to Cambridge for the hundreds of jobs that supervise three or more or pay over \$50,000 is impossible. Nurses, nurse managers, physicians, technicians, supervisors of technicians, and administrators with hospital experience remain scarce enough that the Hospital simply can not recruit for competent help from such a narrow base.

Although the City's labor market is not as specialized as that of the Hospital, the problem is the same and very real. The filling of one recent senior position illustrates the case. There was extensive advertising and network recruiting done. Every effort was made to attract Cambridge residents. A much larger than average pool of candidates was interviewed to be sure that no possibly plausible resident was overlooked. This slowed the process considerably. In the end the clearly best qualified candidates were persons who lived outside the City and for whom moving in was not a viable option. The City ended up hiring the person who was determined by the interviewing team (including the City Manager) to be the best qualified candidate (by far), but, in order to do that we had to restructure the job to make it part time and non supervisory, a clearly unsatisfactory solution.

Similar adjustments have had to be made in other departments, in order to hire the best qualified candidate available. The problem can arise frequently with positions which pay under \$50,000 but supervise three or more. There is currently a highly visible leadership position being filled which does not pay \$50,000 but supervises more than three. The screening committee has determined there are no current Cambridge residents who applied who are thought worthy of being considered as finalists. The prospects of persuading any of the qualified non resident candidates to move into the City after securing the position are slim. Thus, by default, we may be required to select a current City employee not required to move in, whether or not that person is in fact the best qualified, or to readvertise and recruit again, at considerable expense and delay, with uncertain results.

Another department was successful earlier this year in hiring the best qualified candidate (non resident) for a supervisory position paying under \$50,000. The person hired understood the requirements of the ordinance and agreed to move into the City within the proscribed time period. That person is now "frantically" searching for affordable housing within the City, and the department is facing the prospect of losing the employee to other employment that does not regulate where he lives if he is unsuccessful in his search.

Specialized positions are also very difficult. The Finance Department is currently attempting to recruit and hire a Network Engineer to manage the substantial investment

we are making in hardware and fiber optic cable wiring for our local area network and other data processing and technology needs. City salary scales already diminish the attractiveness of the position for experienced private sector professionals, including employed persons currently residing in the City. The requirement to move here imposes a burden that to date has been impossible to overcome, jeopardizing the entire technology initiative including efforts to upgrade classroom based technology in the School Department.

Unemployment in Cambridge

If we were hiring current Cambridge residents for jobs we would not have to deal with the difficulty of asking non residents to move in. But there are not a large number of Cambridge residents actively seeking work in the kinds of positions for which the "move in" requirements apply. Cambridge has one of the lowest unemployment rates in the Greater Boston area. According to the most recent figures available from the Department of Employment and Training (April, 1996), the unemployment rate in Cambridge is only 2.7%. Only 1,521 Cambridge residents were unemployed and looking for work at that time. This compares to a statewide unemployment rate of 4.8% for the same time period. Looking again at the same five counties from which we could conceivably draw commuting employees, the unemployment rate (excluding Cambridge) was 4.3%, with nearly 85,000 persons unemployed and looking for work.

Although most of the employees we would be hiring for supervisory and high salary positions would likely be employed at the time of hire, the low unemployment rate for Cambridge (and the metropolitan area--where 4.3% is virtually full employment) indicates a strong local job market, where prospective experienced candidates for positions may have many career opportunity alternatives that present attractive salaries, portable pension plans, and no residency regulations.

The Impact of the Ordinance Is Broader Than Many Realize

The problems with the residency ordinance are not just limited to high salary and supervisory positions. One of the less well understood provisions affecting non supervisors making less than \$50,000 requires that, when other employment factors are relatively equal, the position must be offered to a current Cambridge resident.

This provision applies to both entry level and promotional positions. Shortly after the ordinance went into effect, a non union technical position opened in one of the departments. The position was posted internally and externally advertised. A twenty year City employee with strong ties to the city but with residence in Somerville applied, as well as a number of city residents who were not employees. The nature of the position was such that the extensive City service of the current employee was not a significant employment factor giving him a clear advantage. The job was different enough from his prior position that his prior City service did not, in itself make him a better candidate. Under the circumstances, it was very likely that the external resident applicants would be, in relevant employment factors, relatively equal to the twenty year

employee, who was perfectly qualified to do the work. Ultimately, because the external resident candidates were determined to be a particularly weak group, the position was awarded to the long time City employee, but that is not likely to be the case for most such positions in the future.

In this case and conceivably many others in the future, a person who had grown up and lived in Cambridge for many years but who moved out in order to buy housing he could afford for his family once he was ready to become a homeowner, almost lost out to individuals with no particular local ties, who had moved into Cambridge within three months of the date we advertised to fill the vacancy. This absolute preference provision will likely cause significant inequity in the future.

This provision (granting absolute preference to residents over relatively equally qualified current employees) currently has limited applicability because most union contracts provide some preference for current members in promotional situations. It is a very real issue for non union positions however. The protection that union contracts may be thought to provide may in the future generate more interest in unionization among some of our non union employees, even though we are attempting to persuade unions to accept the provisions of the residency ordinance, as contracts are reopened for bargaining.

CONCLUSION

Although in effect for less than six months, the residency ordinance has already caused significant disruption and distortion in the hiring process for several important and difficult to fill positions. As more and more positions become affected by it in the future (as vacancies occur and positions turn over), the disruption will be predictably greater. Both Affirmative Action and quality in hiring will suffer because of the artificial limitations placed on the recruitment pool. The only reasons we are not yet in crisis are 1) relatively few critical vacancies that have occurred during the time of the operation of the ordinance and 2) the Hospital has operated as if the ordinance would not apply by the time any new employees would be required to move into the City.

The residency ordinance is the most drastic alteration in the rules governing City hiring since the adoption of the Plan E Charter. The ordinance is undermining City efforts to improve in crucial areas of Affirmative Action and in hiring the best candidates for positions. It should be repealed.

Personnel office
Employees Listing by EEOC code
NEW HIRES JAN-SEP 1996
Printed 101096 12:12:04

*Excludes
Hospital + Schools*

City	Sex	Race	Employment Date	Status	Grade	Pos#	Title	EEOC	Hour Week	Hourly Rate	Salary
CAMBRIDGE	F	1	010196	A	O002	000	CITY COUNCILLOR	01	.00	.0000	757.07
ARLINGTON	F	1	040196	A	A040	701	DEP DIR/PERSONL/HUMAN	01	30.00	31.5861	.00
CAMBRIDGE	M	1	051796	R	X392	000	MAYOR'S JOBS/ASST DIR	01	37.50	13.5000	.00
CAMBRIDGE	F	1	052096	T	X392	000	MAYOR'S JOBS/ASST DIR	01	37.50	13.5000	.00
CAMBRIDGE	F	3	041696	A	X390	000	MAYORS JOBS/EXEC DIR	01	37.50	15.3000	.00
CAMBRIDGE	F	1	051396	T	X390	000	MAYORS JOBS/EXEC DIR	01	37.50	15.3000	.00
CAMBRIDGE	F	1	010196	A	X151	000	MEMBER/RETIREMENT BOAR	01	1.00	1.0000	.00
CHARLESTOWN	M	1	052896	A	A478	701	MULTISERVICE CENTER DI	01	37.50	18.6073	.00
CAMBRIDGE	M	2	090196	A	A479	701	POLICE COMMISSIONER	01	.00	.0000	2,072.83
WINTHROP	F	1	011596	A	A048	001	SUPERV/SEWER CONSTR/MA	01	40.00	23.1960	.00
CAMBRIDGE	M	1	090996	A	A618	701	CITY ARBORIST	02	37.50	20.9551	.00
CAMBRIDGE	F	1	082996	A	D447	000	HEAD TEACHER/DAYCARE	02	33.75	11.2096	.00
CAMBRIDGE	F	1	012996	A	D447	000	HEAD TEACHER/DAYCARE	02	40.00	11.2096	.00
MEDFORD	F	1	062696	A	X867	000	HEAD TEACHER/SPECIAL N	02	35.00	11.2456	.00
SOMERVILLE	M	1	022696	A	L414	702	LIBRARIAN I	02	37.50	12.2939	.00
SOMERVILLE	F	1	060396	A	L413	710	LIBRARIAN II	02	18.00	12.9003	.00
JAMAICA PLAIN	F	1	070896	A	X412	602	LIBRARIAN III/INTERMIT	02	15.00	13.9595	.00
SOMERVILLE	F	1	081996	A	X412	601	LIBRARIAN III/INTERMIT	02	10.00	13.9593	.00
CAMBRIDGE	F	1	020596	A	X225	701	PROJECT ADMINISTR/DELE	02	37.50	13.9166	.00
BOSTON	M	1	072296	A	A077	701	SEWER COLL SYST ENGINE	02	40.00	19.6278	.00
SOUTH DENNIS	M	1	022096	A	A855	702	TEACHER/DIR/CHILDCARE	02	40.00	13.7434	.00
WORCESTER	F	1	070896	A	A549	002	ASST WATER QUALITY SUP	03	37.50	16.0565	.00
SUDBURY	M	1	072296	A	A162	701	MIS NETWORK ENGINEER	03	37.50	25.0084	.00
BOSTON	M	1	010196	A	A371	701	MUNICPL PRODUCTION ASS	03	19.00	8.7306	.00
DORCHESTER	M	2	091696	A	A593	701	PROJECT ADMINISTRATOR	03	37.50	15.6263	.00
CAMBRIDGE	F	1	082696	A	A592	709	PROJECT PLANNER/COM DE	03	37.50	23.3192	.00
CAMBRIDGE	F	1	010296	A	A592	712	PROJECT PLANNER/COM DE	03	37.50	21.6091	.00
BELMONT	M	1	020196	A	A510	002	ASST FIRE APPARATUS RE	04	40.00	15.5978	.00
CAMBRIDGE	M	1	081296	A	C508	002	EMERG TELECOM DISPATCH	04	40.00	13.0646	.00
MALDEN	F	1	072296	A	C508	003	EMERG TELECOM DISPATCH	04	40.00	13.0646	.00
NORTH ATTLEBORO	F	1	022696	T	C508	002	EMERG TELECOM DISPATCH	04	40.00	12.3436	.00
BOSTON	F	2	032596	T	T468	054	TRAFFIC SUPERVISOR/A37	04	10.00	10.8300	.00
CAMBRIDGE	M	1	032596	A	T468	008	TRAFFIC SUPERVISOR/A37	04	10.00	10.8300	.00
CAMBRIDGE	M	2	021296	A	T468	011	TRAFFIC SUPERVISOR/A37	04	10.00	10.8300	.00
CAMBRIDGE	F	2	020196	A	T468	065	TRAFFIC SUPERVISOR/A37	04	10.00	10.8300	.00
CAMBRIDGE	M	1	032596	A	T468	054	TRAFFIC SUPERVISOR/A37	04	10.00	10.8300	.00
CAMBRIDGE	F	1	040896	A	T468	070	TRAFFIC SUPERVISOR/A37	04	10.00	10.8300	.00
CAMBRIDGE	F	3	040896	T	X468	609	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	F	1	040896	T	X468	610	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	M	1	090596	A	X468	601	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	F	1	090596	A	X468	602	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	F	2	090596	A	X468	603	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	F	1	090596	A	X468	607	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	F	1	090596	A	X468	608	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	M	1	032596	T	X468	605	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	F	1	032596	A	X468	604	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00

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City	Sex	Race	Employment Date	Status	Grade	Pos#	Title	EEOC	Hour Week	Hourly Rate	Salary
CAMBRIDGE	F	1	032596	T	X468	601	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
CAMBRIDGE	F	1	032596	A	X468	606	TRAFFIC SUPERVISOR/INT	04	10.00	10.5100	.00
BOSTON	F	5	021296	A	A516	701	ARTS ADMINISTRATOR	05	37.50	11.8833	.00
ALLSTON	F	3	070196	A	X802	000	ASST COUNSELOR/SPEC NE	05	25.00	6.2315	.00
BOSTON	M	2	022196	A	X884	000	ASST GROUP LDR III/COM	05	4.00	7.0000	.00
CAMBRIDGE	M	1	010696	T	X884	000	ASST GROUP LDR III/COM	05	10.00	7.0000	.00
CAMBRIDGE	M	1	050896	A	D444	000	ASST TEACHER/DAYCARE	05	18.25	7.9989	.00
DORCHESTER	F	1	090396	A	D444	000	ASST TEACHER/DAYCARE	05	19.75	7.9989	.00
SOMERVILLE	M	3	011196	T	X932	000	COMM SERV LEARNING LDR	05	19.00	13.5000	.00
CAMBRIDGE	M	2	042296	A	X930	702	COMMUNITY HEALTH TRAIN	05	37.50	15.8278	.00
QUINCY	F	1	011996	T	X933	000	COMPUTER INSTRUCTOR	05	19.00	13.5000	.00
BOSTON	F	1	021596	T	A541	000	COOP STUDENT/WATER	05	37.50	9.6439	.00
BOSTON	M	1	032596	T	A541	000	COOP STUDENT/WATER	05	37.50	9.6439	.00
BOSTON	F	1	031896	T	A541	000	COOP STUDENT/WATER	05	40.00	9.9950	.00
CAMBRIDGE	F	2	061296	A	A541	000	COOP STUDENT/WATER	05	37.50	11.5968	.00
MALDEN	F	1	090996	A	A541	000	COOP STUDENT/WATER	05	37.50	10.9459	.00
MELROSE	F	1	032196	T	A541	000	COOP STUDENT/WATER	05	40.00	9.3630	.00
QUINCY	F	5	031396	T	A541	000	COOP STUDENT/WATER	05	37.50	9.9950	.00
ARLINGTON	M	1	062696	A	X808	000	COUNSELOR/SPECIAL NEED	05	35.00	7.6941	.00
SOMERVILLE	F	1	062696	A	X808	000	COUNSELOR/SPECIAL NEED	05	35.00	7.6941	.00
WOBURN	M	1	070196	A	X808	000	COUNSELOR/SPECIAL NEED	05	30.00	7.6941	.00
BOSTON	M	5	042296	T	A540	000	ENGINEERING COOP STUDE	05	37.50	10.6271	.00
PORT JEFFERSON	M	1	042296	T	A540	000	ENGINEERING COOP STUDE	05	37.50	9.3630	.00
QUINCY	F	1	010896	A	A540	000	ENGINEERING COOP STUDE	05	37.50	11.5968	.00
ROSLINDALE	F	2	010996	A	A540	000	ENGINEERING COOP STUDE	05	37.50	10.2949	.00
CAMBRIDGE	M	6	030296	A	X821	000	FACILITY ATTENDANT/DHS	05	18.00	5.9534	.00
ALLSTON	F	1	060196	A	X891	000	FACILITY COORD I/PREMI	05	40.00	9.9086	.00
WATERTOWN	M	1	040596	A	X826	000	GOLF STARTER/RANGERS	05	20.00	7.4984	.00
WOBURN	M	1	040596	A	X826	000	GOLF STARTER/RANGERS	05	19.00	7.4984	.00
BOSTON	M	2	061596	T	X887	000	GROUP LEADER III/COMM	05	30.50	10.0000	.00
BROOKLINE	F	2	070196	A	X887	000	GROUP LEADER III/COMM	05	27.50	10.0000	.00
CAMBRIDGE	F	1	070196	A	X887	000	GROUP LEADER III/COMM	05	40.00	10.0000	.00
CAMBRIDGE	M	2	070196	A	X887	000	GROUP LEADER III/COMM	05	40.00	10.0000	.00
HAVERHILL	M	1	062896	A	X887	000	GROUP LEADER III/COMM	05	40.00	10.0000	.00
ROXBURY	M	2	061596	A	X887	000	GROUP LEADER III/COMM	05	22.00	10.0000	.00
CAMBRIDGE	F	2	082696	A	A464	701	HOUSNG SPEC/ELDERLY/DI	05	37.50	14.2591	.00
CAMBRIDGE	M	1	022996	A	X935	000	INSTRUCTOR/COA	05	2.00	15.0000	.00
ARLINGTON	F	1	031896	T	X830	000	INSTRUCTOR/COMM LEARN	05	10.00	15.4500	.00
BROOKLINE	F	1	032096	T	X830	000	INSTRUCTOR/COMM LEARN	05	10.00	15.4500	.00
CAMBRIDGE	F	1	030196	T	X830	000	INSTRUCTOR/COMM LEARN	05	10.00	15.4500	.00
MEDFORD	M	2	030196	T	X830	000	INSTRUCTOR/COMM LEARN	05	10.00	15.4500	.00
BOSTON	M	3	020696	T	X325	000	INTERN/ARTS COUNCIL	05	18.00	7.0000	.00
CAMBRIDGE	M	1	051596	A	X325	000	INTERN/ARTS COUNCIL	05	18.00	8.0000	.00
CAMBRIDGE	M	1	062496	A	X202	000	INTERN/COMMUNITY DEVEL	05	37.50	8.0000	.00
CAMBRIDGE	F	2	061096	A	X202	000	INTERN/COMMUNITY DEVEL	05	30.00	12.0000	.00
MANSFIELD	F	2	062796	A	X202	000	INTERN/COMMUNITY DEVEL	05	7.50	10.0000	.00

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City	Sex	Race	Employment Date	Status	Grade	Pos#	Title	EEOC	Hour Week	Hourly Rate	Salary
NATICK	F	1	070396	A	X202	000	INTERN/COMMUNITY DEVEL	05	2.00	10.0000	.00
SOMERVILLE	F	1	071796	A	X202	704	INTERN/COMMUNITY DEVEL	05	40.00	12.0000	.00
BOSTON	F	1	062496	A	X831	000	LIFE GUARD	05	35.00	7.6941	.00
CAMBRIDGE	F	1	091196	A	X831	000	LIFE GUARD	05	19.00	7.6941	.00
CAMBRIDGE	M	2	091096	A	X831	000	LIFE GUARD	05	19.00	7.6941	.00
CAMBRIDGE	F	1	061296	A	X831	000	LIFE GUARD	05	40.00	7.6941	.00
CAMBRIDGE	F	1	061296	A	X831	000	LIFE GUARD	05	40.00	7.6941	.00
CAMBRIDGE	F	1	061296	A	X831	000	LIFE GUARD	05	40.00	7.6941	.00
CAMBRIDGE	F	1	070196	A	X831	000	LIFE GUARD	05	17.50	7.6941	.00
EASTON	M	1	070896	A	X831	000	LIFE GUARD	05	21.00	7.4700	.00
LOWELL	F	1	070896	A	X831	000	LIFE GUARD	05	25.00	7.6941	.00
MALDEN	M	1	070896	A	X831	000	LIFE GUARD	05	21.00	7.6941	.00
NEWTON	F	1	070896	A	X831	000	LIFE GUARD	05	25.00	7.6941	.00
QUINCY	F	1	061296	A	X831	000	LIFE GUARD	05	40.00	7.6941	.00
SOMERVILLE	F	1	070196	A	X831	000	LIFE GUARD	05	37.50	7.6941	.00
WELLESLEY	M	1	070896	A	X831	000	LIFE GUARD	05	21.00	7.6941	.00
CAMBRIDGE	F	1	052896	T	X388	000	MAYORS JOBS/OFFICE ASS	05	20.00	8.3000	.00
CAMBRIDGE	F	1	010296	A	X898	000	PEER INSTRUCTOR	05	4.00	8.3000	.00
CAMBRIDGE	F	1	010296	T	X898	000	PEER INSTRUCTOR	05	4.00	8.3000	.00
ACTON	F	1	070196	A	X862	000	PLAYGROUND LEADER/SEAS	05	30.00	6.1285	.00
CAMBRIDGE	F	5	070196	A	X862	000	PLAYGROUND LEADER/SEAS	05	30.00	6.1285	.00
CAMBRIDGE	M	2	070196	A	X862	000	PLAYGROUND LEADER/SEAS	05	30.00	6.1285	.00
CAMBRIDGE	M	1	070196	A	X862	000	PLAYGROUND LEADER/SEAS	05	30.00	6.1285	.00
CAMBRIDGE	M	1	070196	A	X862	000	PLAYGROUND LEADER/SEAS	05	30.00	6.1285	.00
CAMBRIDGE	F	1	070196	A	X862	000	PLAYGROUND LEADER/SEAS	05	30.00	6.1285	.00
CAMBRIDGE	F	1	070196	A	X862	000	PLAYGROUND LEADER/SEAS	05	30.00	6.1285	.00
BOSTON	M	2	041396	A	X875	000	PROGRAM ASST I/COMM SC	05	4.00	7.0000	.00
CAMBRIDGE	F	1	070196	A	X875	000	PROGRAM ASST I/COMM SC	05	30.00	7.0000	.00
BOSTON	F	1	070196	T	X876	000	PROGRAM ASST II/COMM S	05	30.00	8.0000	.00
CAMBRIDGE	M	1	022096	A	X876	000	PROGRAM ASST II/COMM S	05	10.00	8.0000	.00
WALTHAM	F	1	042996	T	X876	000	PROGRAM ASST II/COMM S	05	18.00	8.0000	.00
BOSTON	M	1	070896	A	X877	000	PROGRAM ASST III/COMM	05	25.00	9.0000	.00
BOSTON	F	1	070196	A	X877	000	PROGRAM ASST III/COMM	05	40.00	9.0000	.00
CAMBRIDGE	F	1	070896	A	X877	000	PROGRAM ASST III/COMM	05	30.00	9.0000	.00
CAMBRIDGE	M	2	070196	T	X877	000	PROGRAM ASST III/COMM	05	34.00	9.0000	.00
CAMBRIDGE	F	1	070196	A	X877	000	PROGRAM ASST III/COMM	05	20.00	9.0000	.00
CAMBRIDGE	F	1	021296	A	X877	000	PROGRAM ASST III/COMM	05	15.00	9.0000	.00
QUINCY	F	1	020196	T	X877	000	PROGRAM ASST III/COMM	05	35.00	9.0000	.00
BRIGHTON	F	1	070196	A	X878	000	PROGRAM ASST IV/COMM S	05	19.50	10.0000	.00
BROOKLINE	F	1	070196	A	X878	000	PROGRAM ASST IV/COMM S	05	22.00	10.0000	.00
CAMBRIDGE	M	1	011096	A	X878	000	PROGRAM ASST IV/COMM S	05	10.00	10.0000	.00
HINGHAM	F	1	060396	A	A515	701	PUBLIC ARTS ADMINISTRA	05	37.50	11.5571	.00
BOSTON	F	1	092596	A	X839	000	RECREATION INSTRUCTOR	05	5.00	10.7120	.00
SOMERVILLE	M	1	020296	A	X839	000	RECREATION INSTRUCTOR	05	7.00	10.7120	.00
BOSTON	F	1	092496	A	X841	000	RECREATION INSTRUCTOR	05	10.00	20.3425	.00
CAMBRIDGE	F	1	042396	A	X841	000	RECREATION INSTRUCTOR	05	5.00	20.3425	.00

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City	Sex	Race	Employment Date	Status	Grade	Pos#	Title	EEOC	Hour Week	Hourly Rate	Salary
WAKEFIELD	F	1	021396	A	X841	000	RECREATION INSTRUCTOR	05	5.00	20.3425	.00
CAMBRIDGE	F	2	070896	A	X842	000	RECREATION LEADER/SEAS	05	12.00	6.1285	.00
CAMBRIDGE	M	2	071096	A	X842	000	RECREATION LEADER/SEAS	05	12.00	6.1285	.00
MEDFORD	F	1	020596	A	X879	000	SPECIALIST I/COMM SCH	05	2.00	10.0000	.00
SOMERVILLE	F	2	062496	A	X879	000	SPECIALIST I/COMM SCH	05	10.00	10.0000	.00
WATERTOWN	F	2	020196	A	X879	000	SPECIALIST I/COMM SCH	05	2.00	10.0000	.00
ASHBURNHAM	M	1	042996	T	X880	000	SPECIALIST II/COMM SCH	05	3.00	15.0000	.00
BOSTON	F	1	040396	A	X880	000	SPECIALIST II/COMM SCH	05	4.00	15.0000	.00
BROOKLINE	F	1	012296	A	X880	000	SPECIALIST II/COMM SCH	05	2.00	15.0000	.00
CAMBRIDGE	M	5	042996	T	X880	000	SPECIALIST II/COMM SCH	05	2.00	15.0000	.00
CAMBRIDGE	F	1	022896	T	X880	000	SPECIALIST II/COMM SCH	05	2.00	15.0000	.00
CAMBRIDGE	F	1	042996	T	X880	000	SPECIALIST II/COMM SCH	05	2.00	15.0000	.00
CAMBRIDGE	F	2	020296	A	X880	000	SPECIALIST II/COMM SCH	05	3.00	15.0000	.00
CAMBRIDGE	F	1	071096	A	X880	000	SPECIALIST II/COMM SCH	05	10.00	15.0000	.00
CAMBRIDGE	F	1	021096	A	X880	000	SPECIALIST II/COMM SCH	05	6.00	15.0000	.00
CAMBRIDGE	F	1	030196	A	X880	000	SPECIALIST II/COMM SCH	05	6.00	15.0000	.00
CAMBRIDGE	F	1	042296	A	X880	000	SPECIALIST II/COMM SCH	05	2.50	15.0000	.00
EAST FREETOWN	F	1	042996	T	X880	000	SPECIALIST II/COMM SCH	05	2.50	15.0000	.00
MALDEN	F	1	010296	A	X880	000	SPECIALIST II/COMM SCH	05	5.00	15.0000	.00
SOMERVILLE	F	1	011596	A	X880	000	SPECIALIST II/COMM SCH	05	5.00	15.0000	.00
WORCESTER	M	1	042996	T	X880	000	SPECIALIST II/COMM SCH	05	3.00	15.0000	.00
ARLINGTON	F	1	042996	A	X881	000	SPECIALIST III/COMM SC	05	3.50	18.0000	.00
CAMBRIDGE	F	1	091696	A	X881	000	SPECIALIST III/COMM SC	05	5.00	18.0000	.00
CAMBRIDGE	F	2	042996	A	X881	000	SPECIALIST III/COMM SC	05	1.00	18.0000	.00
CAMBRIDGE	M	1	092596	A	X881	000	SPECIALIST III/COMM SC	05	1.00	18.0000	.00
CAMBRIDGE	F	1	042996	A	X881	000	SPECIALIST III/COMM SC	05	6.00	18.0000	.00
CAMBRIDGE	F	1	012296	T	X881	000	SPECIALIST III/COMM SC	05	2.00	18.0000	.00
CAMBRIDGE	F	1	042296	A	X881	000	SPECIALIST III/COMM SC	05	2.50	18.0000	.00
CAMBRIDGE	M	5	042296	A	X881	000	SPECIALIST III/COMM SC	05	1.00	18.0000	.00
HULL	F	1	092596	A	X881	000	SPECIALIST III/COMM SC	05	2.00	18.0000	.00
QUINCY	F	6	042996	A	X881	000	SPECIALIST III/COMM SC	05	1.50	18.0000	.00
ARLINGTON	M	1	070196	A	X907	000	SPECIALIST IV/COMM SCH	05	27.50	20.0000	.00
ARLINGTON	F	0	093096	A	X907	000	SPECIALIST IV/COMM SCH	05	2.00	20.0000	.00
BOSTON	M	1	092596	A	X907	000	SPECIALIST IV/COMM SCH	05	7.50	20.0000	.00
BROOKLINE	F	5	042996	A	X907	000	SPECIALIST IV/COMM SCH	05	15.00	20.0000	.00
CAMBRIDGE	F	1	093096	A	X907	000	SPECIALIST IV/COMM SCH	05	2.00	20.0000	.00
CAMBRIDGE	F	1	092596	A	X907	000	SPECIALIST IV/COMM SCH	05	1.00	20.0000	.00
CAMBRIDGE	F	5	042996	A	X907	000	SPECIALIST IV/COMM SCH	05	5.00	20.0000	.00
CAMBRIDGE	F	1	012296	A	X907	000	SPECIALIST IV/COMM SCH	05	1.00	20.0000	.00
CHARLESTOWN	F	1	042296	A	X907	000	SPECIALIST IV/COMM SCH	05	2.00	20.0000	.00
READING	F	1	020196	A	X907	000	SPECIALIST IV/COMM SCH	05	4.00	20.0000	.00
BELMONT	F	2	092596	A	X913	000	SPECIALIST V/COMM SCH	05	1.00	25.0000	.00
BRIGHTON	M	1	093096	A	X913	000	SPECIALIST V/COMM SCH	05	1.00	25.0000	.00
CAMBRIDGE	F	1	042996	A	X913	000	SPECIALIST V/COMM SCH	05	4.00	25.0000	.00
CAMBRIDGE	F	1	092396	A	X913	000	SPECIALIST V/COMM SCH	05	10.00	25.0000	.00
CAMBRIDGE	F	1	012296	A	X913	000	SPECIALIST V/COMM SCH	05	3.00	25.0000	.00

Personnel office
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City	Sex	Race	Employment Date	Status	Grade	Pos#	Title	EEOC	Hour Week	Hourly Rate	Salary
SOMERVILLE	F	1	091696	A	X913	000	SPECIALIST V/COMM SCH	05	1.00	25.0000	.00
SOMERVILLE	M	3	070996	A	X913	000	SPECIALIST V/COMM SCH	05	3.00	25.0000	.00
CAMBRIDGE	M	1	051596	A	X320	000	STREET PERFORMANCE MON	05	30.00	12.5000	.00
BOSTON	M	1	061796	A	A108	702	STUDENT INTERN/POLICE	05	37.50	9.7021	.00
DORCHESTER	F	2	032596	T	A108	701	STUDENT INTERN/POLICE	05	37.50	9.4195	.00
LEOMINSTER	F	1	091696	A	A108	703	STUDENT INTERN/POLICE	05	37.50	9.7021	.00
MARLBOROUGH	M	1	061796	T	A108	703	STUDENT INTERN/POLICE	05	37.50	9.7021	.00
PEABODY	F	1	032596	T	A108	703	STUDENT INTERN/POLICE	05	37.50	9.4195	.00
PLYMOUTH	M	1	061796	A	A108	701	STUDENT INTERN/POLICE	05	37.50	9.7021	.00
CAMBRIDGE	F	1	092396	A	X843	000	SUB TEACHER II	05	10.00	7.9988	.00
CAMBRIDGE	F	2	062496	A	X912	000	SUMMER FOOD SVS PROG C	05	20.00	10.0000	.00
BURLINGTON	F	2	042296	A	X856	000	TEEN CNTR YOUTH LDR I	05	19.00	6.6950	.00
CAMBRIDGE	M	3	060396	A	X856	000	TEEN CNTR YOUTH LDR I	05	15.00	6.6950	.00
CAMBRIDGE	M	3	062896	A	X856	000	TEEN CNTR YOUTH LDR I	05	10.00	6.6950	.00
HYDE PARK	M	2	041696	A	X857	000	TEEN CNTR YOUTH LDR II	05	10.00	7.7250	.00
NEW YORK	M	1	070196	T	X857	000	TEEN CNTR YOUTH LDR II	05	37.00	7.5000	.00
WALTHAM	M	2	032196	T	X040	701	TOBACCO EDUCATOR	05	18.00	10.0000	.00
BELMONT	F	1	062596	A	X861	000	WATER SAFETY INSTRUCTO	05	40.00	8.2400	.00
ORRINGTON	F	1	062496	A	X937	000	WATER SAFETY INSTRUCTO	05	40.00	8.8200	.00
SOMERVILLE	F	1	092896	A	X937	000	WATER SAFETY INSTRUCTO	05	12.00	8.8200	.00
WILLIAMSTOWN	F	1	061296	A	X937	000	WATER SAFETY INSTRUCTO	05	40.00	8.8200	.00
CAMBRIDGE	F	5	090396	A	A598	701	ADMIN ASST/ARTS COUNCI	06	37.50	11.8833	.00
CAMBRIDGE	F	2	070896	A	X934	000	CLERICAL AIDE/CLC	06	10.00	8.5490	.00
CAMBRIDGE	F	2	022096	T	X934	000	CLERICAL AIDE/CLC	06	7.00	8.5490	.00
CAMBRIDGE	F	2	070996	T	X759	000	CLERICAL AIDE/SEASONAL	06	37.50	6.0000	.00
CAMBRIDGE	F	2	072296	A	X072	000	CLERICAL TRAINEE/FISCA	06	37.50	7.0166	.00
CAMBRIDGE	F	1	071596	A	X078	708	PAGE/LIBRARIES	06	7.50	4.2500	.00
CAMBRIDGE	F	2	070196	A	X078	709	PAGE/LIBRARIES	06	7.50	4.2500	.00
CAMBRIDGE	F	5	010896	T	X078	705	PAGE/LIBRARIES	06	7.50	4.3696	.00
CAMBRIDGE	F	1	012996	T	X078	720	PAGE/LIBRARIES	06	7.50	4.3696	.00
CAMBRIDGE	F	2	022096	A	X078	723	PAGE/LIBRARIES	06	7.50	4.3696	.00
CAMBRIDGE	F	3	070196	A	X078	722	PAGE/LIBRARIES	06	7.50	4.2500	.00
CAMBRIDGE	F	1	050696	T	X078	701	PAGE/LIBRARIES	06	7.50	4.2500	.00
DORCHESTER	M	2	022696	T	A837	701	PROGRAM ASST/CHILDCARE	06	37.50	11.9615	.00
BOSTON	F	1	070896	A	X426	602	SR SUBSTITUTE I/INT	06	15.00	8.6634	.00
CAMBRIDGE	M	1	070896	A	X426	601	SR SUBSTITUTE I/INT	06	15.00	8.6634	.00
CAMBRIDGE	F	5	031896	A	L426	702	SR SUBSTITUTE I/LIBRAR	06	20.00	8.6634	.00
CAMBRIDGE	M	1	022696	T	L426	703	SR SUBSTITUTE I/LIBRAR	06	15.00	8.6634	.00
CAMBRIDGE	M	1	092396	A	L426	715	SR SUBSTITUTE I/LIBRAR	06	15.00	8.6634	.00
CAMBRIDGE	F	1	040896	T	L426	704	SR SUBSTITUTE I/LIBRAR	06	15.00	8.6634	.00
CAMBRIDGE	F	2	071596	A	L426	719	SR SUBSTITUTE I/LIBRAR	06	15.00	8.6634	.00
CAMBRIDGE	M	1	080596	A	L426	708	SR SUBSTITUTE I/LIBRAR	06	15.00	8.6634	.00
NORTH QUINCY	M	5	012296	A	L426	711	SR SUBSTITUTE I/LIBRAR	06	15.00	8.6634	.00
SOMERVILLE	F	1	022696	A	L426	703	SR SUBSTITUTE I/LIBRAR	06	15.00	8.6634	.00
CAMBRIDGE	M	1	091696	A	C736	003	MOTOR EQUIP OPERATOR I	07	40.00	9.6792	.00
CHELSEA	M	1	092396	A	C736	059	MOTOR EQUIP OPERATOR I	07	40.00	9.6792	.00

Personnel office
Employees Listing by EEOC code
NEW HIRES JAN-SEP 1996
Printed 101096 12:12:10

City	Sex	Race	Employment Date	Status	Grade	Pos#	Title	EEOC	Hour Week	Hourly Rate	Salary
GLOUCESTER	M	1	010996	A	W693	009	TREATMENT PLANT OPER 4	07	40.00	15.1038	.00
PEABODY	M	3	090996	A	X046	000	CARPENTER	08	40.00	24.3900	.00
TOPSFIELD	M	1	060396	T	X046	000	CARPENTER	08	40.00	23.7400	.00
CAMBRIDGE	M	2	012996	T	X047	000	CARPENTER APPRENTICE	08	40.00	17.9400	.00
CAMBRIDGE	F	2	021196	A	X813	000	DESK ATTENDANT	08	7.00	6.1285	.00
SOMERVILLE	M	1	091696	A	X829	000	DRIVER/COA	08	10.00	10.0000	.00
ARLINGTON	M	2	090396	A	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	011696	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	3	090396	A	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	2	090396	A	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	010496	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	081996	A	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	071796	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	F	3	070996	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	060796	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	060596	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	060496	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	012996	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	042996	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	032596	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	030496	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	0	022096	T	X750	000	LABORER/SEASONAL/PWD	08	40.00	6.0000	.00
CAMBRIDGE	M	1	050996	T	X754	000	LABORER/SEASONAL/TRAFF	08	40.00	6.0000	.00
CAMBRIDGE	M	2	030796	T	X754	000	LABORER/SEASONAL/TRAFF	08	40.00	6.0000	.00
CAMBRIDGE	M	1	051396	T	X754	000	LABORER/SEASONAL/TRAFF	08	40.00	6.0000	.00
CAMBRIDGE	M	1	070196	A	X754	000	LABORER/SEASONAL/TRAFF	08	40.00	6.0000	.00
CAMBRIDGE	M	1	030496	T	X753	000	LABORER/SEASONAL/WATER	08	40.00	6.0000	.00
CAMBRIDGE	M	2	040996	T	X757	000	SEASONAL WORKERS/DHSP	08	40.00	6.0000	.00
CAMBRIDGE	M	2	040896	T	X757	000	SEASONAL WORKERS/DHSP	08	40.00	6.0000	.00
CAMBRIDGE	M	2	081196	T	X757	000	SEASONAL WORKERS/DHSP	08	40.00	6.0000	.00
CAMBRIDGE	M	2	081196	T	X757	000	SEASONAL WORKERS/DHSP	08	40.00	6.0000	.00

*****GRAND TOTAL**** # Of Employees:

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EMPLOYMENT DATA IN THE GREATER BOSTON AREA

OCCUPATION	CAMBRIDGE	BOSTON PMSA	BOSTON CMSA *	FIVE COUNTY AREA *
EXECUTIVE-MANAGERIAL	8,821	258,747	349,125	314,302
PROFESSIONAL	17,276	303,932	402,911	366,775
TECHNICAL-SALES	8,748	253,719	349,712	312,242
ADMINISTRATIVE SUPPORT	8,851	288,131	382,695	350,017
SERVICES	6,538	197,252	261,310	241,001
CRAFT	2,667	139,603	200,127	176,531
LABORERS-ASSEMBLERS	3,705	156,846	212,371	188,276
FARM-FORESTRY-FISHING	140	11,201	15,514	13,891
TOTAL	56,746	1,609,431	2,173,765	1,963,035
<i>CAMBRIDGE AS A PERCENT OF LABOR FORCE</i>		3.5%	2.6%	2.9%
MINORITIES IN THE LABOR MARKET	13,998	210,018	302,173*	294,339*
<i>CAMBRIDGE MINORITIES AS A PERCENT OF MINORITY LABOR FORCE</i>		6.7%	4.6%	4.8%

All data from 1990 Census.

* Minority data may be slightly inflated due to double counting of Hispanics, who may be of any race.

**SUMMARY OF HIRING ACTIVITY FOR
FIRST NINE MONTHS OF CALENDAR YEARS 1995 and 1996**

1/1 - 9/30 1995	Number	Percent of Total Hires
Total hires * during time period	347	100.00%
Total Cambridge resident hires	187	53.89%
Total minority hires	144	41.50%
Total hires Cambridge resident and minority	78	22.48%
Total >50K	3	00.86%
Total supervising 3 or more	2	00.58%
Total union hires	82	23.63%
	20 IPEA 14 Daycare 16 Fire 11 Library 16 Police 5 Tr Sup	

1/1 - 9/30 1996	Number	Percent of Total Hires
Total hires during time period	261	100.00%
Total Cambridge resident hires	138	52.87%
Total minority hires	77	29.50%
Total hires Cambridge resident and minority	45	17.24%
Total >50K	1	00.38%
Total supervising 3 or more	2	00.77%
Total union hires	27	10.34%
	5 IPEA 4 Day Care 10 Library 6 Tr Sup 2 Water	

* NOTE: All data excludes Hospital, Health, Neville and Mayors Summer Youth positions as well as individuals with prior City employment.

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Comparison of Hiring data for Jan-Sep 1995 & Jan-Sep 1996

Excluding MSYEP and All health care positions.

EEOCode	1995	CAMB	%	MIN	%	1996	CAMB	%	MIN	%
01 Officials/ Admin	6	5	83.33	4	66.67	10	7	70.00	2	20.00
02 Professional	19	3	15.79	5	26.32	11	4	36.36	0	00.00
03 Technicians	3	1	33.33	0	00.00	6	2	33.33	1	16.67
04 Protective Service	45	24	53.33	18	40.00	21	16	76.19	5	23.81
05 Paraprofessional	179	80	43.02	73	40.78	157	63	40.13	44	28.03
06 Admin Support	49	35	71.43	24	52.17	23	19	82.61	13	56.52
07 Skilled Craft	2	1	50.00	1	50.00	3	1	33.33	0	00.00
08 Service/ Maintenance	44	38	86.36	19	43.18	30	26	86.67	12	40.00
TOTALS	347	187	53.89	144	41.50	261	138	52.87	77	29.50

MINORITY REPRESENTATION BY EEO CATEGORY
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EEO Category	10-May 1991*	21-Apr 1995*	9-Oct 1996	AA Goals FY97
01 Officials/Admin	9.4%	11.0%	16.8%	16.3%
02 Professional	10.0%	14.6%	15.7%	15.6%
03 Technicians	15.7%	16.6%	8.2%	20.7%
04 Protective Service	17.0%	22.7%	24.1%	25.5%
05 Paraprofessional	27.8%	36.6%	33.5%	25.5%
06 Admin Support	23.1%	29.4%	28.6%	25.5%
07 Skilled Craft	12.0%	14.5%	17.7%	16.4%
08 Service/Maintenance	34.3%	40.4%	32.3%	25.5%
TOTAL	18.9%	25.0%	24.3%	25.5%

Notes: *1991 and 1995 include Hospital
All years exclude School

MINORITY REPRESENTATION BY DEPARTMENT			
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DEPARTMENT	1991	1995	1996
Mayor	40.0%	36.4%	20.0%
Council	9.1%	9.1%	9.1%
City Manager	16.7%	31.6%	56.3%
City Clerk	25.0%	30.0%	44.4%
Law	18.2%	7.7%	7.7%
Finance	10.0%	26.7%	35.3%
Budget	50.0%	25.0%	25.0%
Personnel	45.5%	41.7%	41.7%
Assessor	22.2%	22.2%	27.8%
Purchasing	11.1%	18.2%	22.2%
Auditing	10.0%	16.7%	20.0%
MIS	0.0%	33.3%	16.7%
Retirement Bd	33.3%	22.2%	20.0%
General Services	20.0%	0.0%	0.0%
Election Commision	34.6%	37.8%	20.0%
Arts Council	0.0%	0.0%	25.0%
Animal Comm	0.0%	0.0%	0.0%
Fire	9.7%	13.6%	13.6%
Police	18.6%	22.6%	25.3%
Traffic	16.7%	21.3%	21.4%
Police Review	100.0%	100.0%	100.0%
Inspection	17.8%	14.2%	14.3%
License	20.0%	30.8%	35.7%
Weights	0.0%	0.0%	0.0%
Electrical	3.9%	0.0%	0.0%
Emergency Mgmt	0.0%	0.0%	0.0%
Emergency Comm	n/a	6.7%	14.3%
PWD	16.5%	18.2%	20.7%
Water	9.8%	13.2%	14.7%
Community Devel	14.0%	19.5%	22.4%
Historical Comm	0.0%	0.0%	0.0%
Conservation Comm	n/a	0.0%	0.0%
Peace Comm	0.0%	0.0%	0.0%
Rent Control	23.5%	34.5%	n/a
Cable	0.0%	14.3%	0.0%
Library	16.7%	21.0%	22.5%
Workforce	n/a	20.0%	n/a
DHSP	29.8%	38.4%	34.7%
Women's	0.0%	0.0%	0.0%
Human Rights	33.3%	33.3%	33.3%
Veterans Serv	33.3%	25.0%	33.3%
Hospital	17.2%	21.9%	n/a
Health	5.3%	13.5%	n/a
Neville Manor	36.6%	51.9%	n/a
TOTAL	18.9%	25.0%	24.3%

RACE / ETHNIC CATEGORIES

- 1 **White (not of Hispanic origin)**
- 2 **Black (not of Hispanic origin)**
- 3 **Hispanic**
- 4 **Cape Verdean**
- 5 **Asian or Pacific Islander**
- 6 **American Indian or Alaskan Native**
- 7 **Portuguese**

The concept of race as used by the Equal Employment Opportunity Commission does *not* denote clear-cut scientific definitions of anthropological origins. An employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person should be counted in more than *one* race/ethnic category.

Note: The term "Hispanic", while not a race identification, is included as a separate race/ethnic category because of the employment discrimination often encountered by this group; for this reason "Hispanic" is not included under either "white" or "black".

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.

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EMP_TITLE.REP*

PERSONNEL OFFICE
O/A
PRINTED 101096

Emp#	Name	Employment Date	Status	Grade/Pos#	Title	Hours per	Hourly Rate	Dept# Cost#	Dept Name Cost Name
414678	GOODE, DAVID R	052291	A	A104 701	CHIEF OF STAFF	37.50	30.5332	1011	MAYOR/ADMINISTRATION
035584	GOMES, WILLIAM A	031885	A	A148 701	AFFIRMATIVE ACTION DIR	37.50	23.8355	1031	EXECUTIVE/LEADERSHIP
035577	HEALY JR, ROBERT W	051374	A	0003 701	CITY MANAGER	37.50	66.4912	1031	EXECUTIVE/LEADERSHIP
036102	ROSSI, RICHARD C	060364	A	0022 701	DEPUTY CITY MANAGER	37.50	54.9622	1031	EXECUTIVE/LEADERSHIP
077028	BORN, KATHLEEN L	010194	A	0002 708	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077044	DAVIS, HENRIETTA	010196	A	0002 000	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077005	DUEHAY, FRANCIS H	010164	A	0002 703	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077043	GALLUCCIO, ANTHONY D	121994	A	0002 000	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077034	REEVES, KENNETH E	010190	A	0002 705	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077001	RUSSELL, SHEILA T	010186	A	0001 701	MAYOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077029	SULLIVAN, MICHAEL A	010194	A	0002 709	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077032	TOOMEY JR, TIMOTHY J	010186	A	0002 702	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
077042	TRIANAFILLOU, KATHERINE	010194	A	0002 704	CITY COUNCILLOR	.00	.0000	1071	CITY COUNCIL/POLICY & L
545996	DRURY, MARGARET	032582	A	0008 701	CITY CLERK	37.50	34.9118	1100	CITY CLERK'S OFFICE
105529	LOPEZ, DONNA P	122269	A	0044 701	DEPUTY CITY CLERK	37.50	28.9945	1100	CITY CLERK'S OFFICE
115603	DRISDELL, DONALD A	021386	A	A058 701	DEPUTY CITY SOLICITOR	37.50	39.4091	1111	LAW/LEGAL COUNSEL
115605	HIGLEY, RUSSELL	121470	A	0010 701	CITY SOLICITOR	.00	.0000	1111	LAW/LEGAL COUNSEL
128285	BILLINGTON, GREGORY	010280	A	A085 701	MNGR/FINANCIAL SERVICE	37.50	26.3996	1121	FINANCE/ADMINISTRATION 01 LEADERSHIP
128287	MALONEY JR, JAMES P	041874	A	0006 701	ASST CITY MNGR/FISCAL	37.50	43.7928	1121	FINANCE/ADMINISTRATION 01 LEADERSHIP
128220	MOSES, THOMAS R	102692	A	A074 701	ASST FINANCE DIRECTOR	37.50	26.5457	1121	FINANCE/ADMINISTRATION 01 LEADERSHIP
121035	DEPASQUALE, LOUIS	050173	A	0025 701	BUDGET DIRECTOR	37.50	33.5691	1122	FINANCE/BUDGET
121056	BROWN, DUANE	062476	A	A026 001	MNGR/BENEFITS & TRAINI	37.50	23.8354	1123	FINANCE/PERSONNEL 02 INSURANCE

EMP_TITLE.REP

PERSONNEL OFFICE
O/A
PRINTED 101096

Emp#	Name	Employment Date	Status	Grade/Pos#	Title	Hours per	Hourly Rate	Dept# Cost#	Dept Name Cost Name
121046	ELWELL,RALPH E	102885	A	A027 701	MNGR/EMPLOYMENT SERVIC	37.50	23.8354	1123 01	FINANCE/PERSONNEL ADMINISTRATION
128286	GARDNER,MICHAEL	070284	A	0014 701	PERSONNEL DIRECTOR	37.50	40.6653	1123 01	FINANCE/PERSONNEL ADMINISTRATION
121033	KNOPPERS,ELIZABETH E	040196	A	A040 701	DEP DIR/PERSONL/HUMAN	30.00	31.5861	1123 01	FINANCE/PERSONNEL ADMINISTRATION
128375	HELWIG,PETER R	060969	A	A795 707	PROJ PLANNER/ADMIN/ASS	37.50	32.4449	1124	FINANCE/ASSESSORS
128341	MCDEVITT,KEVIN T	072880	A	0013 701	ASSESSOR	37.50	32.2017	1124	FINANCE/ASSESSORS
128339	MCDONALD,FAITH D	093069	A	0013 703	ASSESSOR	37.50	32.7128	1124	FINANCE/ASSESSORS
128338	POWERS,SALLY C	081588	A	0327 701	DIR/ASSESSMENT	37.50	37.8317	1124	FINANCE/ASSESSORS
128292	COHEN,GAIL A	071894	A	0016 701	PURCHASING AGENT	37.50	31.6344	1125	FINANCE/PURCHASING
128297	KILLACKEY,MARIE E	030171	A	A021 001	ASST PURCHASING AGENT	37.50	24.2847	1125	FINANCE/PURCHASING
128888	LINDSTROM,JAMES A	080293	A	0007 701	CITY AUDITOR	37.50	31.8336	1126	FINANCE/AUDITING
121055	ROMAN,VALERIE A	102885	A	A037 701	M.I.S. DIRECTOR	37.50	35.5465	1129	FINANCE/M.I.S.
105527	CONNARTON,JOSEPH E	021268	A	X151 701	MEMBER/RETIREMENT BOAR	1.00	1.0000	1149	EMPLOYEE BENEFITS/RETIR
141176	LINDSTROM,JAMES A	080293	A	X151 000	MEMBER/RETIREMENT BOAR	1.00	1.0000	1149	EMPLOYEE BENEFITS/RETIR
141174	MALONEY,JAMES P	100193	A	X151 000	MEMBER/RETIREMENT BOAR	1.00	1.0000	1149	EMPLOYEE BENEFITS/RETIR
141177	TOBIN,SHEILA M	010196	A	X151 000	MEMBER/RETIREMENT BOAR	1.00	1.0000	1149	EMPLOYEE BENEFITS/RETIR
168849	SCOTTI,RONALD	121861	A	A050 001	SUPERVISOR OF PRINTING	37.50	20.4151	1163	GENERAL SERVICES/PRINTI
219728	BONISLAWSKI,DARLEEN GONDO	040188	A	A803 703	ELECTION COMMISSIONER	.00	.0000	1211	ELECTION/POLICY & ADMIN
219877	DRUGAN JR.,WAYNE A	040195	A	A803 701	ELECTION COMMISSIONER	.00	.0000	1211	ELECTION/POLICY & ADMIN
219846	MOLNAR,LYNNE A	040494	A	A803 702	ELECTION COMMISSIONER	.00	.0000	1211	ELECTION/POLICY & ADMIN
217273	SPEARS,ARTIS	090980	A	A799 701	CHAIR/ELECTION COMMISS	.00	.0000	1211	ELECTION/POLICY & ADMIN
219830	KAPLAN,JOSEPH H	041993	A	A068 701	ASST DIR/ELECTION	37.50	17.6769	1212	ELECTION/OFFICE OPERATI
219727	NEIGHBOR,TERESA S	010384	A	A056 701	EXEC DIR/ELECTION	37.50	23.0515	1212	ELECTION/OFFICE OPERATI

PERSONNEL OFFICE
O/A
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Emp#	Name	Employment Date	Status	Grade/Pos#	Title	Hours per	Hourly Rate	Dept# Cost#	Dept Name Cost Name
168430	FIELD,B. LINDSAY	020191	A	A597 701	COMM ARTS DIRECTOR	37.50	16.4005	1251	PUBLIC CELEBRATIONS/ART
168431	LOMBARDI,PALLAS C	101580	A	A030 701	DIR/ARTS COUNCIL/PUB C	37.50	24.3006	1251	PUBLIC CELEBRATIONS/ART
168847	MCCABE,MARK W	033186	A	A137 701	DIR/ANIMAL COMMISSION	37.50	22.4506	1281	ANIMAL COMM/ADMINISTRAT
317593	FITZGERALD,KEVIN J	091061	A	0501 001	FIRE CHIEF	42.00	.0000	2311 01	FIRE/HEADQUARTERS ADMINISTRATION
328258	MURPHY,HAROLD F	101264	A	A492 702	SUPERINTENDENT/POLICE	40.00	.0000	2321 01	POLICE/LEADERSHIP COMMISSIONER'S OFFICE
320102	WATSON,RONNIE	090196	A	A479 701	POLICE COMMISSIONER	.00	.0000	2321 01	POLICE/LEADERSHIP COMMISSIONER'S OFFICE
328059	DEGOU,DAVID J	092975	A	A493 702	DEPUTY SUPERINTENDENT/	40.00	.0000	2322 02	POLICE/UNIFORM DIVISION NIGHT OPERATIONS
328191	GIACOPPO,MICHAEL D	091178	A	A493 705	DEPUTY SUPERINTENDENT/	40.00	.0000	2322 02	POLICE/UNIFORM DIVISION NIGHT OPERATIONS
328269	HALL,YVONNE M	121674	A	A493 701	DEPUTY SUPERINTENDENT/	40.00	.0000	2322 01	POLICE/UNIFORM DIVISION DAY OPERATIONS
328118	O'CONNOR,THOMAS F	010274	A	A493 703	DEPUTY SUPERINTENDENT/	40.00	.0000	2323 01	POLICE/CRIMINAL INVESTI ADMINISTRATION
328240	PIMENTEL,GLORIA A	120373	A	A493 704	DEPUTY SUPERINTENDENT/	40.00	.0000	2325 01	POLICE/SERVICES DIVISIO ADMINISTRATION
336158	CLIPPINGER,SUSAN	090694	A	0036 701	DIR/TRAFFIC,PARKING,TR	37.50	37.5821	2333 01	TRAFFIC & PARKING/SUPPO ADMINISTRATION
335626	FLYNN JR,BERNARD A	111670	A	A067 001	ASST DIR OF PARKING	37.50	29.3206	2333 01	TRAFFIC & PARKING/SUPPO ADMINISTRATION
336002	PRESTON,LAUREN	040863	A	A064 001	DEPUTY DIR/TRAFFIC & P	37.50	31.0130	2333 01	TRAFFIC & PARKING/SUPPO ADMINISTRATION
340005	MONTEIRO,MALVINA G	070290	A	A081 701	EXEC SEC/POLICE REV BO	37.50	19.1684	2340	POLICE REVIEW & ADVISOR
355510	BERSANI,ROBERT R	031593	A	0012 701	COMMISSIONER/INSPECTIO	37.50	37.5821	2351	INSPECTIONAL/INSPECT &
355511	NICOLORO JR,MICHAEL	042866	A	A224 702	ASST COMMISSIONER/INSP	37.50	27.7168	2351	INSPECTIONAL/INSPECT &
355522	SINGANAYAGAM,RANJIT	081183	A	A224 701	ASST COMMISSIONER/INSP	37.50	27.7168	2351	INSPECTIONAL/INSPECT &

PERSONNEL OFFICE
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Emp#	Name	Employment Date	Status	Grade/Pos#	Title	Hours per	Hourly Rate	Dept# Cost#	Dept Name Cost Name
365630	BARNES,BENJAMIN C	090595	A	0031 701	CHAIR/LICENSE COMMISSI	37.50	32.1915	2361	LICENSE COMM/LICENSE
365612	SCALI,RICHARD	112686	A	A082 002	EXEC SEC/LICENSE	37.50	33.5691	2361	LICENSE COMM/LICENSE
365619	SCHLAVER,PAUL J	112381	A	A039 701	DIR/CONSUMER COMMISSIO	37.50	21.2716	2362	LICENSE COMM/CONSUMER
375933	TOBIN,FRANCIS	031568	A	0019 701	ACTING SEALER/WGHTS &	37.50	24.8214	2370	WEIGHTS & MEASURES
387066	FERNANDES,GEORGE	060668	A	0015 701	CITY ELECTRICIAN	37.50	32.2017	2381	ELECTRICAL/ADMINISTRATI
395924	O'CONNOR,DAVID B	021274	A	0017 701	DIR/EMERGENCY MNGMT	37.50	25.9099	2390	EMERGENCY MANAGEMENT
387062	FOSQUE,GEORGE L	013194	A	A036 701	EMERGENCY COMMUNICAT D	37.50	35.1185	2460	EMERGENCY COMMUNICATION
160224	BOYLE,GERALD R	072676	A	A603 701	SUPT/CONSTR/PUBLIC BUI	37.50	25.4553	3411	PWD/ADMIN/GENERAL MGMT
410234	DUNPHY,RALPH E	072871	A	0005 701	COMMISSIONER/PUBLIC WO	37.50	38.9509	3411	PWD/ADMIN/GENERAL MGMT
410039	KEATING,ROBERT J	041155	A	A046 001	SUPT/STREETS & BRIDGES	40.00	29.4202	3411	PWD/ADMIN/GENERAL MGMT
414989	WHITE,STEVEN L	022294	A	A160 701	DEPUTY COMMISSIONER/PW	37.50	35.3921	3411	PWD/ADMIN/GENERAL MGMT
410016	LANGLEY,PAUL	071679	A	A071 001	BUSINESS MNGR/PWD	37.50	28.8388	3412	PWD/ADMIN/BUSINESS SERV
414851	DAUGHADAY,ANN T	020893	A	0009 701	CITY ENGINEER	37.50	27.3989	3413	PWD/ADMIN/ENGINEERING
410125	FRAZIER,WILLIAM H	101347	A	A605 001	SUPERVISOR/SANITATION	40.00	27.0412	3422	PWD/SERVICE PROG/SANITA 01 RUBBISH REMOVAL
410462	MEDEIROS,RICHARD J	121567	A	A080 001	SUPERVISOR OF PARKS	40.00	27.0412	3423	PWD/SERVICE PROG/PUBLIC 01 PARK MAINTENANCE
410358	SIMARD,ROBERT J	110151	A	A600 001	SUPERV/BUILDING MAINT/	40.00	27.0412	3431	PWD/SUPPORT SERV/PUBLIC 02 MAINTENANCE
415111	CRAIG,KATHRYN	011596	A	A048 001	SUPERV/SEWER CONSTR/MA	40.00	23.1960	3440	PUBLIC WORKS/SEWER REHA
526284	NICOLORO,MICHAEL A	032194	A	0086 701	MANAGNG DIR/SUPT/WATER	37.50	38.4041	3451	WATER/ADMIN & FINANCE 01 LEADERSHIP
526189	MACDONALD,TIMOTHY W	021787	A	A232 001	MANAGER/WATER RESOURCE	37.50	29.4027	3452	WATER/SOURCE OF SUPPLY 02 TREATMENT & PUMPING
168343	EPSTEIN,ELIZABETH	121186	A	A051 701	DEPUTY DIR/COMM DEVEL	37.50	32.4477	3501	COMMUNITY DEV/ADMINISTR 01 GENERAL MANAGEMENT

PERSONNEL OFFICE
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Emp#	Name	Employment Date	Status	Grade/Pos#	Title	Hours per	Hourly Rate	Dept# Cost#	Dept Name Cost Name
508381	HANDY, EDWARD	050470	A	A582 701	ASST DIR INTRGOVT AFFA	18.00	32.4464	3501	COMMUNITY DEV/ADMINISTR 02 C.D.B.G. PROGRAM
508379	SCHLESINGER, SUSAN	061885	A	0020 701	ASST CITY MNGR/COMM DE	37.50	43.7928	3501	COMMUNITY DEV/ADMINISTR 01 GENERAL MANAGEMENT
508430	GOTTSCHKE, GORDON N	070183	A	A059 701	EXEC DIR/JUST-A-START	37.50	31.3060	3502	COMMUNITY DEV/PLANNING 05 JUST-A-START
160238	RAWLINS, KATHLEEN L	091195	A	A062 701	ASST DIR/HISTORICAL CO	37.50	12.9334	3510	HISTORICAL COMMISSION
160220	SULLIVAN, CHARLES M	070174	A	A061 701	EXEC DIR/HISTORICAL CO	37.50	25.1312	3510	HISTORICAL COMMISSION
168344	STRYSKY, ALEXANDER J	101590	A	A041 701	DIR/CONSERVATION COMM	37.50	16.5037	3520	CONSERVATION COMMISSION
160222	HOFFMAN, CATHERINE B	051887	A	A044 701	EXEC DIR/PEACE COMMISS	37.50	19.9003	3530	PEACE COMMISSION
605206	FLANNERY, SUSAN M	020491	A	0401 701	DIR/LIBRARY & COMMUNIC	37.50	37.5821	4601	PUBLIC LIBRARY/MAIN LIB 01 ADMINISTRATION
605307	HAMPTON, MARIAN	050294	A	A406 701	ASSOC DIR/PUBLIC SVS/L	37.50	30.5647	4601	PUBLIC LIBRARY/MAIN LIB 02 PUBLIC SERVICES
660003	GRIFFIN, CYNTHIA H	113087	A	A767 701	PERSONNEL/ADMIN DIV HE	37.50	29.1900	4661	D.H.S.P./ADMINISTRATION 07 OPERATIONS
660001	HEROLD, GERALDINE	090280	A	0011 701	ASST CITY MNGR/HUMAN S	37.50	43.7928	4661	D.H.S.P./ADMINISTRATION 01 LEADERSHIP
660046	PETERSON, LORNA	060595	A	A196 701	FISCAL/ MIS DIRECTOR-D	37.50	29.1900	4661	D.H.S.P./ADMINISTRATION 08 MIS
650003	RODRIGUEZ-BROTMAN, NICOLE	041696	A	X390 000	MAYORS JOBS/EXEC DIR	37.50	15.3000	4661	D.H.S.P./ADMINISTRATION 10 MAYOR'S SUMMER YOUTH P
035571	SEMONOFF, ELLEN M	062491	A	A231 701	DEPUTY DIRECTOR/DHSP	37.50	33.9140	4661	D.H.S.P./ADMINISTRATION 01 LEADERSHIP
660201	ACKERT, STEPHANIE P	062788	A	A425 702	DIV HEAD/PLAN & DEVELO	37.50	28.1186	4662	D.H.S.P./PLANNING & DEV 01 LEADERSHIP
660202	MUEHE, MICHAEL	052394	A	A034 701	COORDINATOR-ADA/EXEC D	37.50	22.1610	4662	D.H.S.P./PLANNING & DEV 05 COMM./PERSONS WITH DIS
660291	THOMAS, LEONARD J	052896	A	A478 701	MULTISERVICE CENTER DI	37.50	18.6073	4662	D.H.S.P./PLANNING & DEV 10 HOMELESS SERVICES

PERSONNEL OFFICE
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Emp#	Name	Employment Date	Status	Grade/Pos#	Title	Hours per	Hourly Rate	Dept# Cost#	Dept Name Cost Name
660311	BIBBINS, JULIA O	111580	A	A423 701	PROGRAM MGR/DEVELOPER	37.50	19.8422	4663	D.H.S.P./COMMUNITY & YO 11 SUPPORT SERVICES
660303	KEEGAN, EILEEN	101273	A	A426 701	DIV HEAD/COMM & YOUTH	37.50	29.1900	4663	D.H.S.P./COMMUNITY & YO 01 LEADERSHIP
660322	SHOY, ROSLYN	071983	A	A423 703	PROGRAM MGR/DEVELOPER	37.50	19.8422	4663	D.H.S.P./COMMUNITY & YO 11 SUPPORT SERVICES
660342	SPOONER, ANDREW M	071795	A	A423 704	PROGRAM MGR/DEVELOPER	37.50	17.9899	4663	D.H.S.P./COMMUNITY & YO 11 SUPPORT SERVICES
664607	BRENNAN, KATHLEEN A	091985	A	X816 000	DIR/SPECIAL NEEDS/SEAS	37.50	12.2200	4664	D.H.S.P./RECREATION 06 SPECIAL NEEDS
660400	RYDER, PAUL R	110182	A	A450 701	DIR/RECREATION	37.50	29.1900	4664	D.H.S.P./RECREATION 01 LEADERSHIP
664622	TYNES, DAVID A	100288	A	X816 000	DIR/SPECIAL NEEDS/SEAS	30.00	13.0913	4664	D.H.S.P./RECREATION 06 SPECIAL NEEDS
660560	BENTLEY, DENISE M	112795	A	A519 701	SR CENTER DIRECTOR	37.50	18.6075	4665	D.H.S.P./ELDER SERVICES 07 CITY-WIDE SENIOR CENTE
660558	GINNETTY, EILEEN	100495	A	A797 701	EXEC DIR/COUNCIL ON AG	37.50	27.0472	4665	D.H.S.P./ELDER SERVICES 01 LEADERSHIP
660700	NEEL, JACQUELYN	070671	A	A472 701	CHILDCARE DIV HEAD/DHS	37.50	28.1186	4666	D.H.S.P./CHILDCARE 01 LEADERSHIP
661114	REDDY, MINA	090178	A	A442 701	DIR/COMM LEARNING CENT	37.50	24.8000	4668	D.H.S.P./LEARNING CENTE 01 LEADERSHIP
165558	RYAN, NANCY M	111381	A	A028 701	EXEC DIR/WOMENS COMMIS	37.50	24.5562	4670	WOMEN'S COMMISSION
168856	KOSBERG, MARGOT P	071993	A	A029 701	EXEC DIR/HUMAN RIGHTS	37.50	24.5562	4680	HUMAN RIGHTS COMMISSION
705946	STEVENS, ROBERT M	073195	A	0075 001	DIRECTOR/VETERANS SERV	37.50	30.8601	4691	VETERANS ADMINISTRATION

*****GRAND TOTAL**** # Of Employees: 113

FEMALE REPRESENTATION BY EEO CATEGORY
--

EEO Category	10-May 1991*	21-Apr 1995*	9-Oct 1996	AA Goals FY97
01 Officials/Admin	45.30%		41.59%	
02 Professional	73.83%		50.98%	
03 Technicians	49.19%		17.04%	
04 Protective Service	15.49%		19.34%	
05 Paraprofessional	49.14%		59.40%	
06 Admin Support	85.87%		87.45%	
07 Skilled Craft	1.25%		0.59%	
08 Service/Maintenance	43.56%		8.06%	
TOTAL	49.53%	54.33%	38.66%	49.90%

Notes: *1991 and 1995 include Hospital
All years exclude School

SOURCES OF APPLICANTS FOR CITY JOBS

Current City Workforce

Vacant City positions are filled through a number of steps (see chart of steps for recruitment decisions attached). These generally start with an Internal Job Notice which invites current qualified employees to consider transfer or promotional opportunities. Qualified bidders may be limited to members of a particular union or those with permanent appointment to the Labor Service but, more often, will extend to a broader group of employees whose prior experience and training meet the requirements of the vacancy.

Distribution of the Job Notice

In those situations where the qualified Bidder pool is not restricted or where external outreach is desired, the Job Notice will include the following language:

Recruitment of external applicants is underway concurrent with this posting. Applications are available at City Hall Room 309. Send resumes via mail or FAX (617-349-4312). Cambridge residents are especially encouraged to apply.

Notices are routed via the City's internal e-mail system, posted on bulletin boards in City facilities, run on Cable TV, and included in the employment section of the Cambridge Home Page.

Eternal Outreach

Responsibility for outreach, both general and targeted, is shared by the hiring department, the Affirmative Action Director, and the Personnel Department.

- **Hiring departments** can often identify recruitment sources best suited for their own positions;
- The **Affirmative Action Director** ensures a diverse mix of applicants for consideration and selection;
- The **Personnel Department** undertakes paid advertising campaigns where appropriate and serves as a clearinghouse for applications and resumes received.
- The Cambridge Affirmative Action Plan requires that both the Affirmative Action Director and Personnel Department staff maintain working relationships with Cambridge based community agencies and groups to ensure timely sharing of information regarding employment opportunities with the City (see below).

As defined in several sections of the 1991 **Affirmative Action Plan**, responsibilities related to hiring include:

The Affirmative Action Director The City Manager has assigned the Affirmative Action Director with the responsibility for overseeing the development and implementation of the Affirmative Action plan....

The duties and responsibilities include...:

- Assist the Personnel Department and other departments with generalized and targeted recruiting to ensure a diverse mix of applicants for consideration in selection and hiring. In those job categories where under representation is evident, extensive outreach recruitment will be done to ensure that eligible lists submitted to departments consistently contain a representative number of minorities and women
- ...
- Participate in community efforts to improve conditions which affect employability and serve as a liaison with various community groups
- ...
- Assist in the development of Training programs to improve the skills of existing employees to maximize their opportunities for internal promotion and career advancement in the City

The **Director of Personnel and Labor Relations** shall:

- Administer the City's recruiting, hiring, training, promotion and discipline systems in a manner consistent with equal employment opportunity and supportive of affirmative action.
- Conduct broad based and coordinated recruiting efforts to attract a multicultural mix of qualified applicants for positions.

New Employees Outreach

The following actions shall be taken to assist departments in identifying and recruiting minorities, women, disabled persons and Vietnam-era veterans for City employment.

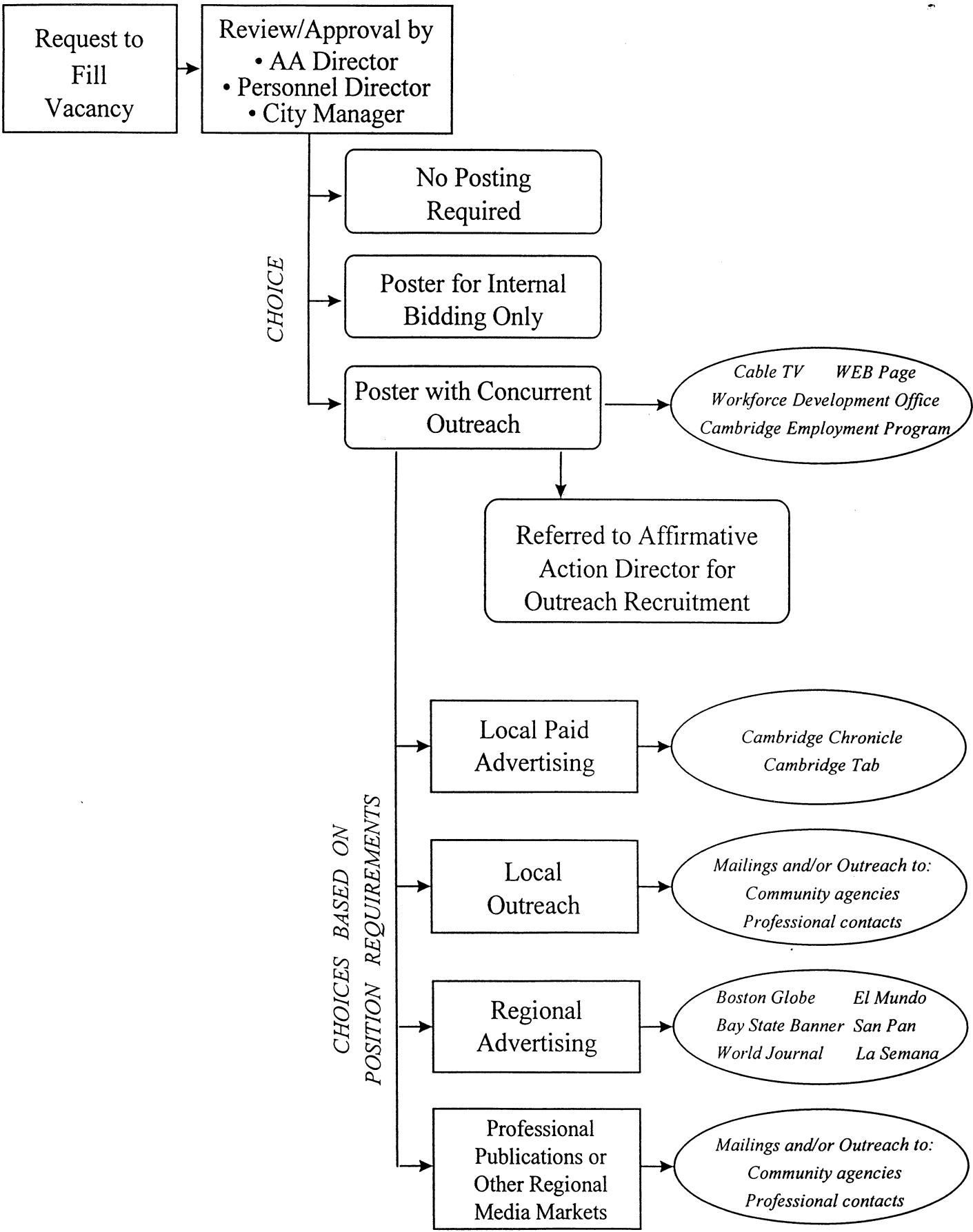
- a. The **Affirmative Action Director** shall develop a recruitment program to work closely with outside agencies and organizations to recruit protected group members.
- b. The **Affirmative Action Director** will continue recruitment plans for open or promotional examinations where special efforts to increase representation are needed.
- c. The **Affirmative Action Director** and **Personnel Department** will participate in "career days", job fairs, high school programs and college activities to recruit protected group members. These activities are to be done regularly.

...

Recruitment / Outreach

The **Office of Affirmative Action** and the **Personnel Department** will utilize all available sources to reach protected group members. The City will continue efforts to recruit economically disadvantaged persons.

PERSONNEL DEPARTMENT CENTRALIZED RECRUITMENT DECISIONS





CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

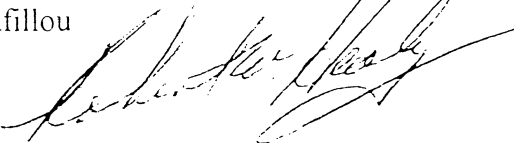
TEL 349-4300
FAX 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

MEMORANDUM

TO: Katherine Triantafillou

FROM: Robert W. Healy 

DATE: 29 November 1996

RE: Issues Raised by the Civil and Human Rights Committee

Attached is a report prepared by the Personnel Department both summarizing issues raised at the recent Civil and Human Rights Committee hearings and suggesting enhancements to our current systems to address the issues.

We continue to welcome any input from the Committee about how to enhance our ability to attract, retain, and promote Cambridge residents and a qualified, diverse workforce.



CITY OF CAMBRIDGE
 795 MASSACHUSETTS AVENUE
 CAMBRIDGE, MASSACHUSETTS 02139-3201
 TEL 617-349-4332
 TTY 617-349-4242
 FAX 617-349-4312

PERSONNEL DEPARTMENT
 MICHAEL P. GARDNER
 Director

MEMORANDUM

TO: Robert W. Healy, City Manager

FROM: Michael P. Gardner and Els Knoppers
M.P.G. *E.K.*

DATE: 29 November 1996

RE: Expanding and Enhancing Affirmative Action Initiatives

At the recent Civil and Human Rights Committee hearings, several areas were identified where the City, and in particular the Personnel Department and the Affirmative Action Director want to expand our capability. We take seriously the issues raised at the meetings and the commitment to Affirmative Action and are eager to address the issues. The areas identified for further AA development include:

TOPIC	ACTIVITIES CURRENTLY IN PLACE	ACTIONS TO BE INITIATED By Personnel Department and/or AA Director
Increase Outreach	<ul style="list-style-type: none"> • Communicate job openings to cooperating Cambridge community agencies in a systematic and timely manner by sending out job summary listing on a weekly basis. • Expand use of mailing lists and outreach strategies to ensure that all departments participate in broad outreach. Use materials and lists developed by Personnel and other departments. 	<ul style="list-style-type: none"> • Designate more resources to work on developing outreach initiatives. (Suggested effort would be two days/week for a six month period to establish and implement outreach processes.) • Use search firms or management recruiters on contract with expertise in AA recruitment for hard to fill and senior positions.

TOPIC	ACTIVITIES CURRENTLY IN PLACE	ACTIONS TO BE INITIATED By Personnel Department and/or AA Director
Improve Networks	<ul style="list-style-type: none"> • Continue to develop and update mailing lists of professional organizations, agencies, and individuals. Continue to use lists for both general and targeted recruiting to attract minority candidates. • Increase efforts to make contact with City residents who know qualified people. Communicate openings. Develop ways to work more effectively with contacts. 	<ul style="list-style-type: none"> • Offer training program for managers, supervisors, and employees involved in recruitment to improve skills needed for outreach and networking within Cambridge and targeted resources.
Be More Accessible And Respond More Actively To Applicants	<ul style="list-style-type: none"> • Continue to list openings in wide variety of accessible locations, including Personnel office, all City buildings, all Cambridge libraries, cable tv and the City WEB home page. • Continue to advertise in local and community based newspapers targeted toward minority readers • Continue to offer counseling to job applicants through both Personnel Office and Office of Workforce Development. • Continue to send out acknowledgment letter after receipt of resume/application. 	<ul style="list-style-type: none"> • Communicate actively by sending weekly summary of job openings to recent City resident applicants and/or applicants who identify themselves as minority. • Install jobs telephone "hotline", describing open positions; update weekly. Include brief summary of how to get additional information and apply for positions. • Develop a more robust and flexible database system to improve our capacity to identify qualified applicants for positions that open up after their initial application. • Increase outreach to Cambridge schools

TOPIC	ACTIVITIES CURRENTLY IN PLACE	ACTIONS TO BE INITIATED By Personnel Department and/or AA Director
Increase Minority Representation At The Department Head And Senior Management Levels	<ul style="list-style-type: none"> • Continue special attention to minority outreach when job openings and opportunities arise. • Use search firms and management recruiters with expertise in minority recruitment for hard to fill positions. • Continue to use management internship and development programs which prepare employees for municipal employment. Research ability to secure alternate funding for these programs. 	<ul style="list-style-type: none"> • Collaborate with Massachusetts Municipal Association and other regional organizations to develop resources.
Provide More Opportunity For Upward Mobility To Current Minority Employees	<ul style="list-style-type: none"> • Continue to offer in-house supervisory/ management development workshops. Focus on key skill areas which are necessary for promotion into higher level positions. • Ensure that all employees have development plans identifying areas which would enhance ability for promotion. Develop career paths. 	<ul style="list-style-type: none"> • Initiate program to provide support and skill development to current minority employees. Provide coaching, mentoring, internal seminars, on-the-job training, and support for formal studies.

TOPIC	ACTIVITIES CURRENTLY IN PLACE	ACTIONS TO BE INITIATED By Personnel Department and/or AA Director
Improve Retention Of Minority Employees	<ul style="list-style-type: none"> • Conduct statistical analyses to determine areas where retention is an issue. 	<ul style="list-style-type: none"> • Conduct exit interviews with employees who voluntarily leave employment with the City. Identify themes and patterns. Address any issues.
Ensure Integrity Of EEO Classifications	<ul style="list-style-type: none"> • Continue review and revision of EEO classifications. Ensure consistency across City departments. 	<ul style="list-style-type: none"> • After any re-classifications, assess adequacy of minority and female representation in all categories. Develop and implement plans to address identified issues.
Develop More Contact With Schools	<ul style="list-style-type: none"> • Supplement efforts of the Workforce Development Office's Citywide Youth Employment Program, ensuring that jobs in City government are presented as positive career choices for Cambridge youth. 	<ul style="list-style-type: none"> • Coordinate designation of "employee ambassadors" from all City departments who would be available to participate in career awareness programs in Cambridge classrooms.
Develop Best-In-Class Employment Practices	<ul style="list-style-type: none"> • Ensure consistent employment practices among all departments by conducting regular information sessions on employment processes. Regularly assess recruitment, interview and selection procedures. 	<ul style="list-style-type: none"> • Consult with employment experts to improve City process.

Diversity!

"Recognizing, enhancing, and celebrating the diversity of the City of Cambridge's employees!"



Issue # 9

December 1996

Officers

Gloria Pimentel
Chairperson
Cambridge Police Department
498-3362

Robert M. Stevens
Vice Chair for Education
Veterans Administration
349-4760

Zelia Pacheco-Kelleher
Vice Chair for Public Relations
Multi-Service Center
349-6340

Gaston Poufong
Vice Chair For Public Relations
Newsletter
Cambridge Prevention Coalition
349-6330

Anita Beckett
Treasurer
Community Development
349-4600

Valerie A. Harris
Secretary
License Commission
498-1993

Executive Board

William A. Gomes
Affirmative Action
349-4332

Ralph Elwell
Personnel Department
349-4332

Lisa Peterson
Executive Office
349-4300

Jackie Carroll
Mayor's Office

Diversity!

Designers:
Gaston Poufong
Luke Wennik

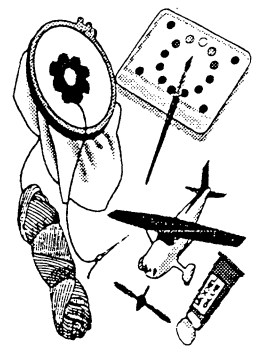
Editor:
Gaston Poufong
Sarah Winkley

Contributing Writers:
Hafthar Yngvason
Els Knoppers
Naty Morrissey

Multicultural Manifestos

By Hafthar Yngvason

Central Square is the most diverse area of Cambridge so, when artist Ritsuko Taho received a commission to create a public artwork for the square, it was only natural that diversity would emerge as the leading theme. Commissioned by the Cambridge Arts Council last year as part of the Central Square Enhancement project, Taho quickly decided to involve the public directly. In a five-month long process this summer, she invited people to contribute "dreams" and "wishes" to be permanently engraved on scroll-like brass cylinders in the Carl Barron Plaza. The cylinders will appear on granite planters, on which people can sit and read the dreams at their leisure.



By bringing the personal "dreams" of people from different cultures into public space and expressing them in positive and respectful manner, the artist hopes to make the art more accessible and to contribute to the democratic character of the space. The "dreams" take many different forms; some express personal goals and aspirations, others are in the form of wishes for family, friends, and the community at-large. What is important is that the "dreams" honestly reflect the wishes of the people who live in Central Square.

Dream collection has taken place in a great variety of venues, including the Cambridge Senior Center, the Area 4 Youth Center, at the Riverside Family Night at the Cambridge Community Center, the Central Square Library Literacy Project, the annual meeting of the Central Square Business Association, the Central Square World's Fair, and many more locations. Dream collection boxes were placed in public places throughout the area. In the course of the collection, Taho received dreams in 48 different languages.

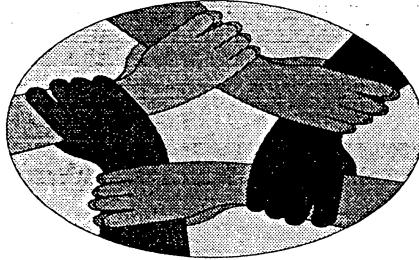
The dream collection is the second part of Taho's art project. The first part involved the artist in extensive collaboration on the design of the plaza with the project architect, Steve Carr. Together, Taho and Carr designed a seating area with trees and plantings, three large glass towers, and brick "carpets" with patterns derived from the different ethnic groups of the area. Installation of the art is expected to take place early next spring. ■

Diversity Training: In Search of Anti-Racism

By Patti DeRosa

In this issue, Diversity Newsletter shares two of Patti DeRosa's explorations of six different approaches to diversity from PEACEWORK, Issue No. 240; April 1994.

The Managing Diversity Approach (MD)



Managing Diversity has a very strong presence nationally, particularly in corporations, and receives the most attention in the mainstream media. The driving force in MD is that the demographics of the US are rapidly changing and that in order to survive and thrive in the 21st century, businesses must tap into the diverse labor pool and customer base. One hears phrases like "competitive edge," "diversity is a business issue," "Workforce 2000," and "the changing demographics." The term "managing diversity" itself seems to imply that if diversity isn't "managed," it will somehow get out of control, begging the question of just who is supposed to be managing whom, and why!

Like the LC (Legal Compliance) approach, MD training usually targets the managerial levels of an organization. While some experiential activities may be included, examination of personal attitudes and behavior is likely to be limited to the business context. Workshops often focus on how stereotypes and prejudice affect hiring and promotional decisions and undermine team effectiveness, productivity, and, ultimately, profitability. Conflict resolution techniques may be included, as may strategies for overcoming obstacles to individual professional development. In other words, racism and sexism (al-

though those terms are distinctly avoided in the MD approach) are problems inasmuch as they affect the bottom line.

Much emphasis is placed on seeing diversity as a "business issue" rather than a legal, political, or moral issue. If a company's motivation for addressing diversity is solely determined by perceived financial gain, one might ask what would happen if a CEO saw a way to make even more money by continuing or expanding racist or sexist policies. Conversely, how likely is an analysis focusing on social justice to be embraced in a corporate context that thrives on the very power inequalities that a more activist approach would challenge?

The contradictions abound. As consultants, we must be clear with clients that "diversity training" will be nothing more than window-dressing if they are unwilling to change destructive corporate practices. Dangerous products, environmental racism, multinational expansion, plant closings, political affiliations - these are all also diversity issues!

The Prejudice Reduction Approach (PR): The Prejudice Reduction (PR) model has its roots in the

Re-evaluation Counseling (RC) movement, RC theory assumes that all human beings are born with tremendous intellectual and emotional potential but that these qualities become blocked and obscured as we grow older from "distress experiences" - fear, loss, pain, anger, etc. The RC approach teaches people to help free one another from the effects of these past hurts. As a diversity training model, PR applies the RC framework of exploring and healing past hurts, focusing on the hurts of being a target of or a colluder with prejudice and bigotry. PR phrases include "guilt is the glue that holds prejudice together," "healing past hurts," and "emotional healing."

PR trainings rely heavily on activities that promote emotional release. Sharing personal stories about how you were hurt by prejudice, exchanging painful lessons about stereotyping, hand-holding, and crying are likely to be part of a PR workshop. At its most positive, PR can help get at the emotional core of prejudice, setting the stage for increased change and activism. Some, however, may be frustrated with the emphasis on the personal, emotional level. As I heard one participant say, "We need to stop holding hands and start putting our hands to work!"

PR's name is revealing. Do we want just to "reduce" prejudice but not to eliminate it? And if reduction is the goal, then what is an acceptable level to reduce it to? The emphasis is on prejudice, not necessarily institutional oppression. By focusing on personal hurt it may obscure the very real differences in power and experiences of dominant group members and oppressed people. ■

The City of Cambridge Employees
Committee on Diversity

invites you to attend a presentation entitled
Perceptions of Differences: Accepting Diversity at Work
During

The 3rd Annual International Buffet Breakfast

on

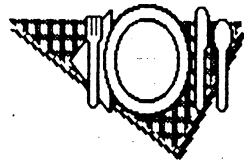
Tuesday, December 17th 1996

from

8:30 am to 11:00 am

at

The Cambridge Hospital Macht Auditorium



Tentative Schedule

- 8:30 International Breakfast Buffet Begins
9:15 Welcome by John O'Brien, CEO, CPHC
9:30 Keynote Address by Ethlyn Davies-Fuller, PhD

RSVP at 349-4332

World AIDS Day 1996

From the Cambridge Cares About AIDS, Inc.
information brochure

World AIDS Day, observed annually on December 1st, serves to strengthen the global effort to face the challenges of the AIDS pandemic which continues to spread in all regions of the world. The World AIDS Day 1996 theme is "One World. One Hope," which urges global unity in facing and overcoming the challenges caused by HIV/AIDS.

World AIDS Day was celebrated in Cambridge with activities coordinated by Cambridge Cares About AIDS, Inc. and supported by numerous Cambridge establishments, business and local government agencies. A special viewing and screening at the Middle East Restaurant and a Church service accompanied by gospel singing kicked off World AIDS Day celebration. Activities which include a Holiday toy drive, a poetry mosaic display, panel discussions, a Video Memorial by CCTV are all scheduled to occur to as late as mid December. ■

Watch For It In Your Mail!

By Els Knoppers

You may or may not have had a chance to look through the green brochures entitled "Development and Learning Programs" that were sent to employees in July and September. The Personnel Department recently began distributing this quarterly catalog which lists training opportunities available to City employees. The publication consolidates the communication of a variety of programs offered by the Personnel Department; sponsored by specific City departments, or offered through the Employee Assistance Program.

There are three general areas of training offered: (1) general courses open

to all City employees, (2) supervisory or management courses, and (3) health and safety courses. The catalog also lists information about additional resources available to employees, such as tuition reimbursement, computer training, and the Employee Assistance program. The next catalog will be sent out in late December; watch for it in your mail!

By listing these courses, programs, and workshops, the Personnel Department hopes that employees and managers will take an active role in their own development by attending trainings that further their ability to do their current jobs as well as prepare them for new opportunities. Employees are urged to take a look

through the catalog and take advantage of these free programs.



A World of Learning

Members of the Personnel Department are available to work with employees and managers in finding course which will further employee development and career growth. For additional information about either the Development and Learning catalog or training and development opportunities, please contact Els Knoppers (349-4236, VAX:Knoppers) or Mary Greene (349-4340, VAX:Greene). ■

Recognizing, Enhancing, and Celebrating Our Diversity

Christmas In Puerto Rico

By Naty Morrissey



Christmas starts in Puerto Rico on December 24. We prepare a lot of our traditional food such as pork, rice with peas, and candies such as coconut and papaya. We go house to house singing our favorite Xmas songs. We dance and eat in each house. Dances could last all night. The houses are all decorated beautifully both inside and out.



On January 3, we celebrate The Three Kings' Day. That is when we get and open our presents and the children get their toys. The night before, we put grass and corn inside a box under the beds for the camels to eat; then the Kings will put the toys and presents inside the box. In the morning when we open our gifts, we would drink coquito - it is a tasteful drink. Coquito for children is sweet, but for adults, it is spiked with rum. Again, we receive a lot of company while dancing and eating.

Naty is a housing search worker with DHSP MultiService Center. Naty is the abbreviated form for Natividad which means born on Christmas Eve. ■

Annual International Dance

Celebrate the richness of our diversity at the 3rd Diversity Committee International Dance on:

Friday, February 7, 1997
7:00 p. m. to 12:00 a. m.
MIT- Sala de Puerto Rico



Come and share your culture through song, dance and food. Music will be provided by TOTO-DJ

Extraordinaire. You may bring your own favorite tapes or CDs. Admission is \$12 and includes food. For tickets and more information, please call Zelia at Ext. 6347. ■

Charity is its own Reward!

The Following is a message from Mayor Russell: Thanks to everyone that signed up for payroll deduction during the employee giving campaign. More than \$20,000 was donated to a wide variety of charities. The winners are:

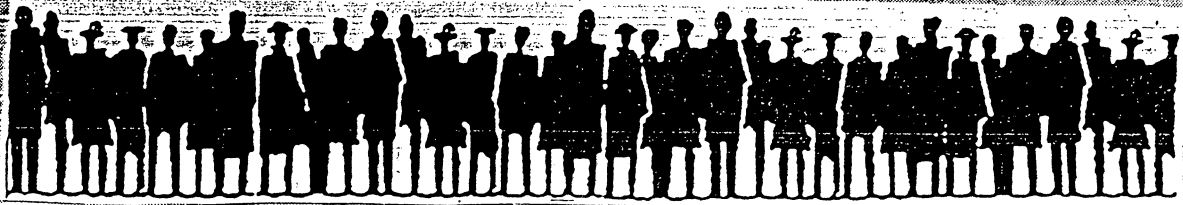


CLOCK RADIO: Elizabeth Lowry, DHSP
\$50 HOUSE OF BLUES GIFT CERTIFICATE: Marlene Aborn, Police

- \$25 HARVARD COOP GIFT CERTIFICATE: Linda Terella-Morse, Hospital
 - \$25 HOULIHAN'S GIFT CERTIFICATE: Lisa Rechtschaffen, PSC
 - \$20 GAP GIFT CERTIFICATE: Carmen Negron, Human Rights
 - \$25 RAYZ CAFE GIFT CERTIFICATE: Janet Yardley, PSC, Som. Prct
 - \$20 BERTUCCI'S GIFT CERTIFICATE: Pamela Beckett, DHSP
 - \$15 STAR MARKET GIFT CERTIFICATE: David Villandry, Phys. Ed.
 - 13" COLOR TELEVISION: Mary Ann Savilonis, Sec. 8 Liaisons
 - SONY WALKMAN: Lisa Peterson, Executive Department
 - SONY CD BOOM BOX RADIO: Nelly Dedmon, DHSP
 - \$50 GALLERIA MALL GIFT CERTIFICATE: Janis Lepera, Law Department
 - \$50 S&S GIFT CERTIFICATE: Robert Coe, Finance/MIS
 - \$50 S&S GIFT CERTIFICATE: Cathy Hoffman, Peace Commission
 - DINNER FOR 4, SPINNAKER ITALIA: Kim DeAndrade, School Dept.
 - SUNDAY BRUNCH FOR 4, SHERATON COMMANDER: Sheila Keady, Personnel
 - \$10 GLORIA JEAN'S COFFEE BEANS CERT.: Jo-Ann Campbell, School Dept
 - ONE ROUND TRIP AIRLINE TICKET TO ANYWHERE IN THE US: Mary Leno, Women's Commission
 - \$150 TRAVEL GIFT CERTIFICATE-FRESH POND TRAVEL: Frank Zuzulo, Cust./Matrons
 - WINE AND DINE WEEKEND AT THE CHARLES HOTEL: Charles Sullivan, Historical Commission
 - ONE NIGHT'S STAY FOR TWO AT THE INN AT HARVARD: Richard Scali, License Commission
- Winners should contact Robert Bracey in the Mayor's Office (x4321) to claim prizes. ■

Diversity!

"Recognizing, enhancing, and celebrating the diversity of the City of Cambridge's employees!"



Issue # 9

Extra

December 1996

Officers

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Chairperson
Cambridge Police Department
498-3362

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Acting Vice Chair for Education
Veterans Affairs
349-4760

Zelia Pacheco-Kelleher
Vice Chair for Public Relations
Multi-Service Center
349-6340

Gaston Poufong
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Anita Beckett
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Valerie A. Harris
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William A. Gomes
Affirmative Action
349-4332

Ralph Elwell
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Lisa Peterson
Executive Office
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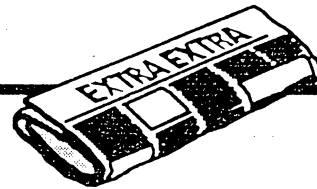
Jackie Carroll
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Luke Wennik

Editors:
Gaston Poufong
Sarah Winkley

Contributing Writers:
Hafthar Yngvason
Els Knoppers
Naty Morrissey



City of Cambridge Employees' Committee on Diversity 1997 Goals and Objectives

1. Assist/educate senior management in achieving and maintaining a diverse workforce.

- Assist the city in the development of a Senior Management Diversity Awareness Seminar with a focus on the following:
 - achieving diversity in the workforce through affirmative action and other special initiatives
 - maintain diversity by addressing barriers that prevent employees from reaching their full potential
 - appoint a highly placed person to serve as a departmental diversity coordinator
 - implement internal diversity awareness/sensitivity training for departmental employees
 - encourage activities which value and celebrate diversity
 - recognize employees for their work and commitment to diversity initiatives
 - establish a mentoring program for employees
 - annually evaluate the effectiveness and relevancy of diversity initiatives

2. Assist the city in the development of diversity training for departmental use.

- assist in the development of a citywide generic diversity training program
- develop specific diversity training to respond to the special needs of the city and/or an individual department

Recognizing, Enhancing, and Celebrating Our Diversity

- in conjunction with the Affirmative Action Advisory Committee, assist the city in developing seminars which focus on career development and upward mobility

3. Enhance diversity celebrations, social events and public relations activities

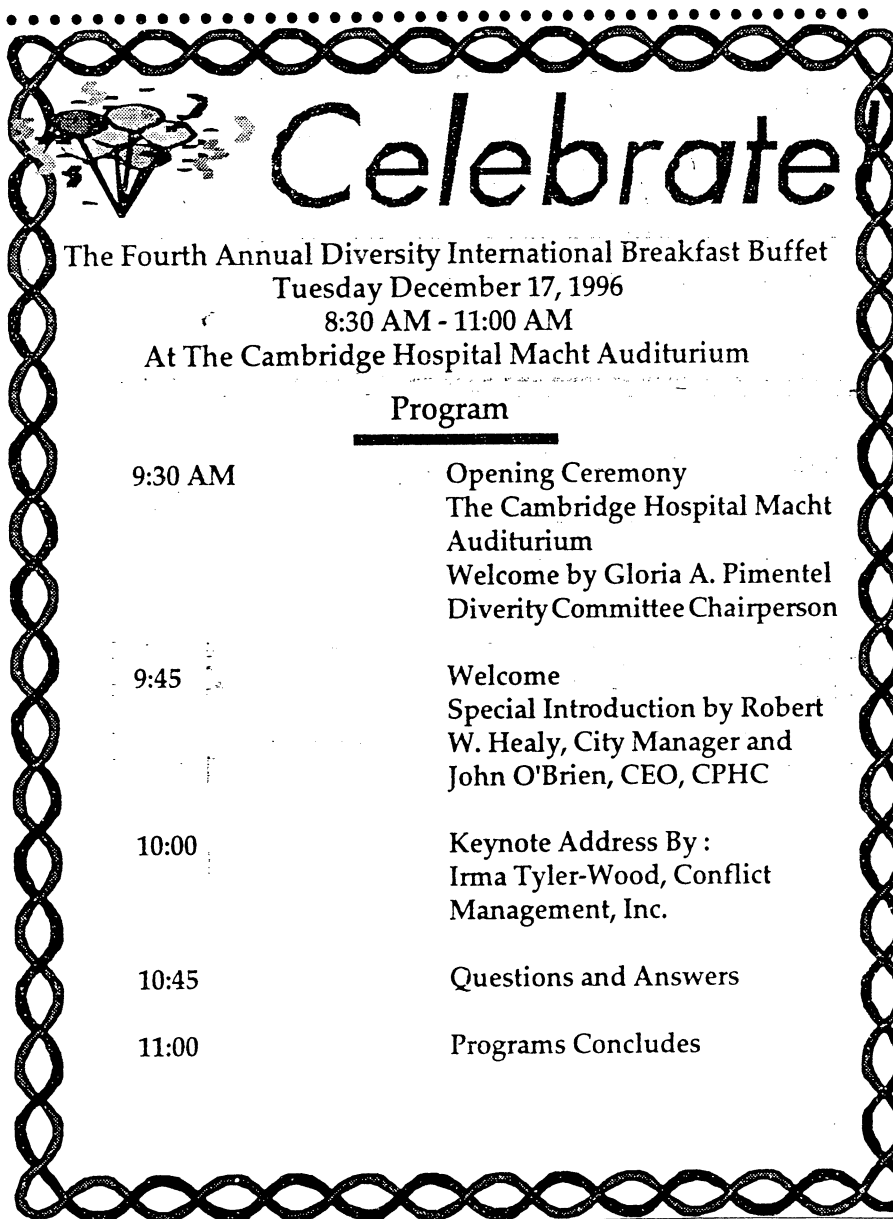
- continue citywide diversity celebrations
- develop departmental diversity celebrations
- develop social events which involve both the public and private sector
- publish a quarterly newsletter; explore other mediums for communication
- publish an annual report. ■

Diversity Commitment from City Manager

City Manager Robert W. Healy has announced that he will host a "Seminar On Diversity In the Workplace" for city mid and upper management personnel. The seminar will focus on the City's commitment to achieving and maintaining diversity in the workplace.

The Diversity Committee applaud City Manager Healy's outstanding commitment to diversity and his personal support of our initiatives.

The seminar will be held in late January or early February 1997. For further information, please contact Bob Stevens, Acting Vice-Chair, Diversity Committee (349-4761), or Gloria Pimentel, Chairperson, Diversity Committee (349-3331). ■



Celebrate

The Fourth Annual Diversity International Breakfast Buffet
 Tuesday December 17, 1996
 8:30 AM - 11:00 AM
 At The Cambridge Hospital Macht Auditorium

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9:30 AM	Opening Ceremony The Cambridge Hospital Macht Auditorium Welcome by Gloria A. Pimentel Diversity Committee Chairperson
9:45	Welcome Special Introduction by Robert W. Healy, City Manager and John O'Brien, CEO, CPHC
10:00	Keynote Address By : Irma Tyler-Wood, Conflict Management, Inc.
10:45	Questions and Answers
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IS THE HOLIDAY PARTY FOR EVERYONE?

Tamara Tatarinov-Levin

Even if some may feel left out, others may feel uncomfortable about attending.

I would like to highlight some aspects of holidays, aspects that are usually overlooked. Although many people enjoy diverse parties, others don't feel comfortable celebrating events that are foreign to them. For example, many Muslims and Jews take their religion seriously. They believe that G-d is abstract. It is therefore not easy for them to celebrate the birthday of Jesus, who they do not consider to be G-d. One may argue that a holiday is simply a community event, and for many it has little to do with religion. However, even symbols can be significant and powerful.

...To be continued

Tamara's excellent article will be continued in the next issue of Diversity

Diversity!

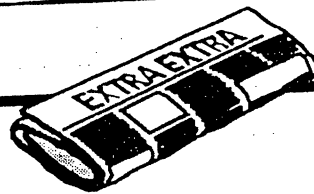
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Committee Report #5 5-83 Cal 14

A report from the Human and Civil
Rights Committee on the Residency
Ordinance and Affirmative Action
Dated January 27, 1997.

In City Council February 3, 1997

Placed on the
Table on the
Motion of
Councillor Toomey

2-10-97

Order Adopted