

1147

AFFIRMATIVE ACTION PLAN

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DRAFT:

SUGGESTED OUTLINE FOR 1991 AFFIRMATIVE ACTION PLAN
CITY OF CAMBRIDGE, MASSACHUSETTS

I. PREAMBLE

A. General intent

The introductory letters and statements of intent outline the City's moral and administrative commitment to affirmative action and an historical perspective to implementation.

B. Letter from the Mayor

1. Intent of affirmative action
2. Areas of special concern
3. New areas for special effort (such as hiring at upper end of salary and title scales the handicapped)

C. Letter from the City Manager

Accomplishments to date since first affirmative action plan

Statement of responsibility for compliance

Commitment of municipal resources (Affirmative Action Officer, various commissions on human relations, housing, handicapped, social services)

Who is responsible for enforcement/sanctions

Citizen group responsible for monitoring plan and how it works

Communication of affirmative action policy internally and externally

Statement regarding issuance of annual report on compliance

Target date for parity

II. Statement of Policy

(NB The following is in present language which must be strengthened and improved.)

The City of Cambridge hereby recognizes and affirms its legal obligation to provide equal employment opportunity. The City as a public entity and as a creation of the State reaffirms its moral

obligation to provide all persons equal access to all fundamental benefits of employment.

It is the policy of the City of Cambridge to hire qualified people to perform the many tasks necessary to provide quality service to the residents of Cambridge at a reasonable cost.

Any employment of personnel practice which inadvertently discriminates against some of our employees or applicants for employment ultimately injures the entire City of Cambridge. The City's personnel policies and practices have been designed to provide equal opportunity for all persons. All employment decisions, policies, and programs have been made and will continue to be made and implemented without regard to an individual's race, color, religion, sex, sexual preference, national origin, age, or handicap.

III. Towards a Multicultural Workforce and Environment

A. New Employees

1. Recruitment

This section should outline an aggressive and creative recruitment effort which includes outreach to all traditional and non-traditional resources. It should detail programs in existence or new programs to prepare individuals for application for City employment.

Use of departmental resources to attract candidates for jobs with underutilization.

Role of the Affirmative Action Officer

Role of the hiring department in affirmative action

Written departmental recruitment plans

2. Hiring Process

Job descriptions reviewed for discriminatory criteria

Application forms uniform and all reviewed for discriminatory language

Interviewing tools and process/questions which may lead to discrimination

Precise description and flow chart of the hiring process

Training for interview process

Screening and interview

Screening of handicapped persons

Terms, conditions, and privileges of employment
(including equivalent compensation, inclusion in all
training programs, and so forth)

Compliance with departmental recruitment plan

Development of a handbook on hiring for all managers

Sign-off procedures

Procedures when a minority is not selected when
there are sufficient qualified candidates

3. Needs Assessment

To provide information regarding training needs for
the underemployed, changes needed to be made by the
School Department in its curriculum to prepare high
school graduates to fill available jobs and barriers
that keep minorities, females, and persons with
disabilities from entering the workforce.

B. Existing Employees

1. Development of appropriate multicultural
atmosphere

The intent of this section is to ensure that
everything possible is done once a minority or woman
or handicapped individual is hired to ensure
that individual's sense of belonging, and that
individual's access to appropriate training and/or
opportunities for advancement. This implies
establishment of programs where they may not have
existed, and monitoring and reporting to determine
their effectiveness.

2. Assisting Employees to Advanced

Skills survey to determine if employees are ready
for advancement

Special training to ensure readiness for advancement

On-the-job training-monitoring to make sure it is
happening

Results of dead-end jobs survey

Departmental training programs/goals and timetables for departments with high minority and female concentration

Review of training needs for jobs in departments affected by underutilization

Review and possible removal or altering of architectural barriers

Multicultural training for departments

3. Working with labor representatives
This section should include policies regarding the active cooperation of the unions in implementation of the Affirmative Action Program.

This section should refer to all documents (in appendices) which relate to the City's affirmative action position regarding union contracts and collective bargaining.

Clause prohibiting discrimination in collective bargaining agreements

Establishment of special committee as affirmative action body for life of the contract

4. Contractors' compliance
Affirmative action efforts for minority and women subcontractors

Non-discrimination from contract award to completion in employment practices, selection/retention of subcontractors, procurement of materials, and rental of equipment

Notification of subcontractors or suppliers of contractors, procurement of materials, and rentals of equipment

Bidder certification of compliance with minority labor ratio, followed by contractors' certification for successful low bidder prior to contract signing

Sanction for noncompliance

5. Developers' compliance
This section should include any and all documents which relate to the developers' role in the City's EEO/AA (Equal Employment Opportunities/ Affirmative Action) policies. This object is to obtain maximum

minority participation in contracts, procurement, and employment of projects.

Compliance with MBE and WBE programs (Minority and Women's Business Enterprises)

Percentage of minority and female owned contractors

Efforts to obtain tenant participation in achieving these objectives

Affirmative marketing of commercial, office, or retail space to attract businesses owned by minorities, females, persons with handicaps

Submission of anticipated permanent position by job classification resulting from development

IV. Affirmative Action Goals

A. Goals and timetables

This section is critical, for it sets the targets and timetables for achievement of parity in areas of underutilization. It denotes any areas with particular problems (e.g., all-white departments, or departments with especially low minority or women representation at the upper salary levels).

Applicable workforce and population statistics for minorities, females, persons with disabilities, and veterans

Current affirmative action statistics on department-by-department basis

Yearly data on projected vacancies by department due to leaves of absence, retirement, resignation, termination, and/or newly created positions

Results of analysis of City occupation to determine substitute qualifications

Results of salary and wage review to ensure that pay is related to job requirement and achievement

Goals and timetables by department based upon degree of underutilization in job classification, relevant work area recruited from, availability of qualified or quantifiable projected group members in relevant work area, number of job openings available which is determined by turnover, expansion, and contraction of the workforce.

(NB For discussion purposes)

1. Affirmative Action in Cambridge Hospital
The intent of this section is to outline the affirmative action policy, goals, timetable, recruitment and hiring process, training and promotion programs, and special problems relating to Cambridge Hospital

2. Affirmative Action in the Cambridge Public Library
The intent of this section is to outline the affirmative action policy, goals, timetable, recruitment and hiring process, training and promotion programs, and special problems relating to the Cambridge Public Library

- B. Audit and Reporting System
The intent of this section is to make clear the audit and reporting system which will support effective monitoring of the Affirmative Action Program

Monthly departmental reports on recruitment plan, applicant flow, hires, terminations, transfers, and training

Quarterly review of summary reports by City Council and designated citizen group

Management of Affirmative Action Program

- A. All City officials and department heads responsible
- B. Affirmative Action Officer(s)
This section should include any and all documents which relate to the duties of the Affirmative Action Officer(s) and should provide for establishment of departmental Affirmative Action Officers as well.
- C. Affirmative Action Officer job description
Selection of departmental affirmative action officers and job descriptions

Relationship of Personnel Department to affirmative action officer and departmental officer(s)
- D. Annual report as an addendum to Affirmative Action Plan

VI. Grievances

A. Affirmative Action Grievances

The purpose of this section is to clearly outline the grievance procedure for persons who feel they have been discriminated against.

Grievance officer

Informal grievance procedure

Formal grievance procedure

On-the-job discrimination on the basis of sex, race, national origin, religious conviction, handicap, sexual orientation

Sexual harassment policy

VII. Affirmative Action in the Cambridge Public Schools

A. Refer to existing plan

VIII. Appendices

The intent of this section is to provide an index of legal terms and other documents in support of this Affirmative Action Plan.

Relevant Documents

1. Federal and State Acts
2. Glossaries for equal opportunity/affirmative action
3. List of affirmative action officers in City
4. List of agencies to be contacted for recruitment
5. Ratio of minority employee hours to total hours in each job category

B. Annual Report on the Affirmative Action Plan

This should be an annual supplement to the Affirmative Action Plan, with a thorough account department-by-department of affirmative action recruitment, hiring, training, severances or transfer, multicultural training, and all other relevant matters.

City of Cambridge

The Committee on Civil and Human Rights conducted a public hearing on Thursday, July 19, 1990 beginning at 5:41 p. m. in the Ackermann Room, City Hall.

The purpose of this hearing was to continue discussions relative to the Affirmative Action Plan for the City of Cambridge.

Members present were Mayor Alice K. Wolf, Vice Mayor Kenneth Reeves, Councillor Walter Sullivan, Councillor Sheila Russell, Councillor Jonathan Myers and City Clerk Joseph E. Connarton.

Mayor Alice Wolf opened the meeting by presenting a draft Affirmative Action Plan outline, a copy of which is attached, the foundation of which was developed by Susan Dowds. She further stated that she had moved some things around within the draft and that it was her intent that the discussion should take into account this is only a draft and people should feel free to offer suggestions on its content as well as the process for implementation.

Several suggestions were made by various individuals including:

- by Janice Platner, Executive Director of the Human Rights Commission, who suggested amending the language on page three, third paragraph, last line by striking the words "sexual preference" and inserting the words "sexual orientation".
- by Richard Rossi, Deputy City Manager, who suggested amending the language on page four, in section three entitled "Needs Assessment" by establishing a process to survey the current workforce to obtain their thoughts on what works or hinders the hiring and recruitment process.
- by Vice Mayor Kenneth Reeves, who stated that creating diversity is part of the overall job of everyone and suggested that additional language to ensure department accountability should be added on page seven, section v, entitled "Management of Affirmative Action Program".
- Denise Simmons, Executive Director of the Civic Unity Committee, stated that possibly language should be added in the same section, section v, which would provide some system which anticipates vacancies.

- Sylvia Saavedra-Keber, member of the Human Rights Commission, suggested that language should also be added to section v or section III which would provide for training and technical assistance for employees.
- James Halow, 1000 Jackson Place, Cambridge, suggested that the revised Affirmative Action Plan address the needs for recruiting and hiring handicapped persons in order to address the needs of that segment of the community.
- George McCray, 2301 Massachusetts Avenue, Cambridge, who stated that a section entitled "Protected Groups" should be added to the document. Furthermore he stated he believed the legal foundation of the revised Affirmative Action Plan should be articulated.
- Louise Dunlop, representing the Cambridge Rainbow Coalition, stated the city should provide within the revised Affirmative Action Plan a structure to develop a sensitivity program for supervisors and senior managers.
- Vice Mayor Kenneth Reeves stated additional thought must be given to the current workforce in an effort to implement successfully a revised plan.
- Nancy Ryan, Executive Director of the Women's Commission, suggested that each job description, when advertised, is reviewed for "gender neutral language".

Councillor Jonathan Myers stated he felt very good about the effort and cooperation by so many people who have volunteered their time and effort toward working on strengthening the existing Affirmative Action Plan. He stated he believed this effort was a first step toward developing a very good plan.

Mayor Wolf stated she would like to schedule another meeting for August 8, 1990 at which the City Solicitor or his designee would be present to review, for the committee, the American Disabilities Act and the Civil Rights Act of 1990. Furthermore, she requested that the Affirmative Action Officer be prepared to speak on Gubernatorial Orders relative to this subject matter.

The hearing adjourned at six o'clock and forty-five minutes p. m.

For the Committee,

Alice K. Wolf (ref)
Mayor Alice K. Wolf,
Chair

COMMITTEE REPORT

Civil and Human Rights Committee
 Report for a hearing held on Thursday,
 July 19, 1990 to continue discussions
 on Affirmative Action within the City
 of Cambridge.

In City Council,

July 30, 1990

*Report accepted
 & placed on
 file*