

City of Cambridge

The Civil and Human Rights Committee held a public meeting on November 3, 1994, beginning at 5:15 p.m. in the Ackermann Room for the purpose of receiving a report on the City's Affirmative Action Plan.

Present at the meeting were Councillor Katherine Triantafillou, Chair of the Committee, Councillor Kathleen L. Born and D. Margaret Drury, City Clerk. Also present were Michael Gardner, Personnel Director, William Gomes, Director of Affirmative Action, Wallace Sherman, Compliance Monitor, Representative Alvin Thompson, Nancy Ryan, Executive Director of the Women's Commission, Judi Headley, Mayor's Office.

Councillor Triantafillou convened the meeting and explained the purpose.

Mr. Gomes Described the 1990 origins of the current affirmative action plan, which has been approved by Massachusetts Commission Against Discrimination MCAD. He stated the concerns of the City as being how well the City's progress measures up to the plan. Mr. Gomes distributed an agenda and accompanying fact sheets (Attachment A).

Mr. Gomes noted that in 1991 in the City's Workforce, 19% of City employees were minorities and 51% were women. In 1994, 24.8% are minorities and 54% are women.

Councillor Triantafillou asked what the category "professionals" includes. Mr. Michael Gardner stated that this category includes nurses, attorneys, others with specialized training. "Technicians" includes those with specialized training, but not as much. Mr. Gardner added that "protective service" includes Fire, Police and Security Guards. "Paraprofessional" includes such jobs as nurses aids.

Councillor Born asked about the size of the categories, vis a vis total number of employees. Mr. Gomes provided the statistics which are contained in the reports included with this report as Attachment B.

Councillor Triantafillou observed that from the statistics it looks like the City has achieved some of the goals.

Councillor Born suggested that the goals should be more like the school

population.

Councillor Triantafillou asked what is to be done to assume compliance with the goals. Mr. Gomes said that he receives reports from each department and monitors their compliance with the goals. He noted that sometimes the bidding system conflicts with these goals because of the role of seniority.

Councillor Triantafillou asked what is being done in the officials and administrators categories. William Gomes stated that when there is a vacancy to fill, there is outreach to the minority community and advertisement in newspapers that reach the minority community. Citizen committees are involved in the hiring process.

Representative Alvin Thompson asked about department heads hiring in the last two years. Mr. Gomes stated that four have been hired, and all four were whites. Representative Thompson stated that the School Department expects a great deal of effort to attract minority department heads. He stated that it is disgraceful that the department heads continue to be all white.

Councillor Triantafillou asked if there was minority representation in the hiring panels, and if Mr. Gomes was involved in the hiring process for department heads. He said that Robert W. Healy usually accepts the citizen panel recommendation.

Representative Thompson said that the final decision is up to Robert W. Healy, and he could send the recommendation back if there were no minorities included in those recommended to him.

Councillor Triantafillou asked how many minority applicants there were in the pools for the recent department head hires. Mr. Gomes stated that he did not know.

Councillor Triantafillou asked whether Mr. Gomes gets a list of the applicants and he said that he does.

Nancy Ryan asked for a description of recruitment.

Mr. Gomes said that the City does direct advertisement in minority newspapers across the country. He said that there are minority applicants.

Councillor Born asked if there are recruiting companies that specialize in recruiting minorities. Mr. Gomes said that there are, and that there are computer systems that can be purchased that can assist in the process. Representative Thompson stated that Jane Edmonds, former MCAD Commissioner and Cambridge

resident does minority recruiting.

Councillor Triantafillou asked Mr. Gomes how the minority hiring could be improved. Bill Gomes suggested purchasing the McClure system to improve recruitment efforts.

Representative Thompson asked what department head positions are open. Bill Gomes stated that the License Commission and Community Development are currently open.

In response to a question from Representative Thompson, Bill Gomes stated that out of forty departments, there are three departments headed by minorities.

Jubi Headley asked what advertising is used for department heads. Mr. Gomes enumerated a list including newspapers in New York City, Chicago, Los Angeles, Cincinnati, and some other large urban areas.

Councillor Born asked about categories which would allow an employee to work up to a department head position. Councillor Triantafillou asked about the professional category. Mr. Gomes stated that he has worked hard to attract black nurses but has not been able to.

Councillor Triantafillou asked whether Mr. Gomes has talked with the Latino Commission and suggested that Mr. Gomes attend a Latino Commission meeting and ask for their input. Mr. Headley offered to assist Mr. Gomes in making contact with that Commission. Representative Thompson noted that there should be outreach to the Haitian community as well.

Councillor Born noted that she has referred three minorities to the Personnel Office, including one who spoke Portuguese and Spanish. She asked whether special efforts are made with minority applicants. Mr. Gomes said that when positions come up, the union bidding process is used, and that process can sometimes hinder affirmative action.

Representative Thompson noted that filling a vacancy with a union member should create a vacancy at the bottom that can be filled by a minority.

Councillor Born asked what could be done to encourage the unions to assist in affirmative action. Mr. Gomes stated that the unions have a "no discrimination" clause, but that is as far as it goes.

Mr. Gardner said that Local 195, with 950 city workers, is the largest by far. It is headed by James Cassidy, employee of Traffic and Parking. Their contract says that when there is a vacancy, it must be posted, and a person in the department, who

is the most senior and qualified will get the job. That clause is on the table in every contract negotiation, but it is an important issue to the union. Mr. Gardner also noted that Local 195 has a large minority membership and that this is a basic union position for them.

Councillor Triantafillou asked how, with this kind of provision, if the City starts underrepresented by minorities, they can ever catch up.

Mr. Gardner stated that overall the City is not underrepresented. There are issues in the department head and protective service classifications. He said that in the last several hirings of department heads, there have been minority finalists. Representative Thompson stated that this is a problem that minorities cannot ever get to the top.

Councillor Triantafillou asked whether the same kind of recruiting is done for the number two jobs in departments. Mr. Gardner said that very often the number two job is filled internally, on a posting basis. The most recent time that an internal candidate got the top job, and the number two job was filled by a candidate from the department head search.

Mr. Gomes noted that there have been some issues with trying to get top minority candidates to relocate there.

Councillor Triantafillou asked about the attrition rates for minorities. Mr. Gomes stated that the numbers have been constant, which suggests that not too many minorities are leaving.

Councillor Triantafillou asked whether Mr. Gomes has interaction with minorities that do leave. Mr. Gomes said that he does do exit interviews. When he is aware someone is leaving he will call them, but it is voluntary.

Councillor Triantafillou asked whether Mr. Gomes was satisfied with the categories, or whether additional categories would be useful, for example, a job title breakdown. Bill Gomes said that it might make it easier to understand.

Nancy Ryan suggested cross-referencing the information by salary range, and noted that this information is available in the EEO breakdown.

Mr. Gomes provided salary information (Attachment B).

Councillor Triantafillou noted that it is very glaring that as salaries and positions go higher, the number of minorities go lower. The numbers are shockingly low, especially for Hispanics.

Councillor Triantafillou asked how effective staff training is, and whether the staff is comfortable working together. Mr. Gardner said that such issues do arise, and when they come to the attention of the Personnel Department, a great deal of time and effort is devoted to trying to deal with them. He cited the example of Neville Manor.

Councillor Triantafillou asked Mr. Gomes whether he routinely interacted with department heads about whether such problems exist. Bill Gomes said that he involved in all the grievances.

Councillor Triantafillou asked what happens with allegations of racial discrimination. Mr. Gomes said that he has assisted employees in filing complaints with the MCAD. There are perhaps six complaints per year. Many times the issues are mediated before they get to the MCAD level.

Councillor Triantafillou asked Mr. Gomes whether he has the support of the administration, and he answered in the affirmative. She asked whether he has enough resources to do his job. Mr. Gomes noted the problem with office space.

Councillor Triantafillou asked whether there is a structural problem with the Affirmative Action Director being within the Personnel Office. Mr. Gomes said that there are pros and cons, but the major problem is space.

Mr. Gomes stated that there is an Affirmative Action Advisory Board, and he is in the process of seeking new applicants because terms have expired. He described the work of the Commission.

Councillor Triantafillou asked whether the City does any diversity training. Bill Gomes stated that the City does provide training and described the training that has been offered, Mr. Gomes said that the Diversity Committee sponsors diversity training, but that the City does not have systematic diversity training for the City. In response to a question for Councillor Triantafillou, he stated that such training would be helpful.

Councillor Triantafillou asked what the Diversity Committee does. Mr. Gomes stated that the purpose is to bring City employees together. There have been social affairs; there is newsletter. This is a starting point. The goal is to eventually expand it to the citizens of Cambridge.

Bill Gomes then described his efforts in sexual harassment training.

Mr. Headley requested a job description for the Affirmative Action Advisory Commission.

Nancy Ryan stated that she is interested in discussing a women's enterprise program parallel to minority business program.

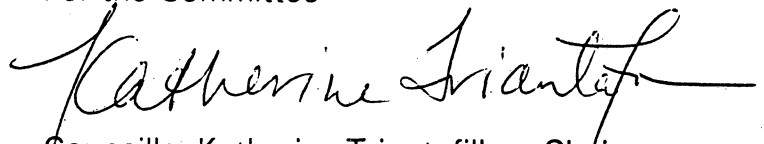
Representative Thompson said that the NAACP has been reactivated, with new leadership, and minorities in department head positions is high on its agenda.

Councillor Triantafillou then turned to the issue of contract compliance. She asked Wallace Sherman what is done for compliance for contracts with the City. Mr. Sherman stated that the law is quite weak, but that he works through mediation. He said that he can do effective monitoring through weekly monitoring, visits and comparisons with reports submitted by the contractors. He said that contractors are not generally in compliance, from his perspective. He cited problems with the Haggerty School, which started out well, but now has problems.

Councillor Triantafillou asked for a report on the number of City projects and the compliance for future discussion.

The meeting was adjourned at 7 P.M.

For the Committee



Councillor Katherine Triantafillou, Chair



CITY OF CAMBRIDGE

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139
TEL 349-4332

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OFFICE OF AFFIRMATIVE ACTION
WILLIAM A. GOMES
Director

M E M O R A N D U M

TO: Councilor Katherine Triantafillou
Chair of Civil and Human Rights Committee

FROM: William A. Gomes
Director Affirmative Action

RE: City's Affirmative Action Plan

DATE: November 2, 1994

Enclosed are facts sheets regarding the City Affirmative Action Plan for your review: Which will be explained by me.

Items to be discussed:

- 1.) Status of Affirmative Action Plan vs. Actual
- 2.) Staff Training
- 3.) Status on Staff Sexual Harassment Training
- 4.) Dispute - Resolution Hearings/Attendance
- 5.) Status Cambridge Employment Plan (CEP)
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FACT SHEET

Using this data as a guide, overall City employment goals can be set, based upon the best available approximations of the workforce. Although individual department goals and time tables must still be set taking into account labor market data for individual occupational groups, overall City wide goals can be set by broad EEO category, subject to revision based on changing labor market data as it becomes available.

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Affirmative Action Plans Goals Minorities 25% Women 49%

MINORITY
REPRESENTATION

		<u>PLAN</u>	<u>1991</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>*</u>
Officials & Administrators	(-2.1)	13.1%	9.7	10	10	11%	45%
Professionals	(+5.3)	8.7%	10	10	13	14%	75%
Technicians	(+4.6)	10.4%	15	15	15	16%	51%
Protective Service	(-2.5)	25.5%	20	20	21	23%	18%
Paraprofessional	(+8.5)	25.5%	28	31	34	34%	61%
Administrative Support	(+3.5)	25.5%	24	27	28	29%	82%
Skilled Craft	(+5)	10.0%	16	16	15	15%	1.8%
Service Maintenance	(+16.5)	25.5.%	35	42	42	42%	45%

1994
ALL WOMEN
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FACT SHEET

During the years from 1991-1994 the City's Workforce representation of Women, Hispanics, Asians and American Indians were as follows:

	Women	- Hispanics	- Asians	- and American Indians
1991	44%	2.52%	1.26%	.635%
1992	53%	2.80%	1.38%	0.149%
1993	52%	3.41%	1.73%	0.128%
1994	54%	3.90%	2.15%	0.16%

The above figures are from year to year (July to June).

Personnel office
Workforce Utilization Analysis by Rate of Pay
As of 11/15/94 09:56:15

Salary Range

Total#

Annualized rate of pay is less than \$20,000: 1,189

Sex: 443 Male (37.26 %) 743 Female (62.49 %)

Race: 756 White(63.58 %) 318 Black(26.75 %) 79 Hispanic(6.64 %) 32 Asian(2.69 %) 3 Native American(.25 %)

Annualized rate of pay is between \$20,000 and 30,000: 1,039

Sex: 422 Male (40.62 %) 617 Female (59.38 %)

Race: 757 White(72.86 %) 216 Black(20.79 %) 50 Hispanic(4.81 %) 13 Asian(1.25 %) 2 Native American(.19 %)

Annualized rate of pay is between \$30,000 and 40,000: 716

Sex: 402 Male (56.15 %) 314 Female (43.85 %)

Race: 582 White(81.28 %) 97 Black(13.55 %) 14 Hispanic(1.96 %) 23 Asian(3.21 %) 0 Native American(.00 %)

Annualized rate of pay is between \$40,000 and 50,000: 490

Sex: 259 Male (52.86 %) 231 Female (47.14 %)

Race: 431 White(87.96 %) 42 Black(8.57 %) 5 Hispanic(1.02 %) 11 Asian(2.24 %) 1 Native American(.20 %)

Annualized rate of pay is more than \$50,000: 293

Sex: 178 Male (60.75 %) 115 Female (39.25 %)

Race: 273 White(93.17 %) 17 Black(5.80 %) 1 Hispanic(.34 %) 2 Asian(.68 %) 0 Native American(.00 %)

***** GRAND TOTAL *****

Total # of employees: 3,727

Sex: 1,704 Male (45.72 %) 2,020 Female (54.20 %)

Race: 2,799 White(75.10 %) 690 Black(18.51 %) 149 Hispanic(4.00 %) 81 Asian(2.17 %) 6 Native American(.16 %)

CITY OF CAMBRIDGE PERSONNEL EEOC
 E.E.O. CATEGORIES STATE REPORT - MUNICIPALITY
 FROM 110194 THROUGH 110194

PARAPROFESSIONAL

TOTAL:	468	101	63	11	5	1	199	59	21	2	5	1	
PERCENTAGES(%):	21.58	13.46	2.350		1.068	.214	42.52	12.60	4.487	.427	1.068	.214	
TOTAL MALE:	38.675 % OF TOTAL			468	TOTAL FEMALE:			61.325 % OF TOTAL					468

ADMIN SUPPORT

TOTAL:	603	77	19	5	4	350	101	34	5	8	
PERCENTAGES(%):	12.76	3.151	.829		.663	58.04	16.75	5.638	.829	1.327	
TOTAL MALE:	17.413 % OF TOTAL			603	TOTAL FEMALE:			82.587 % OF TOTAL			603

SKILLED CRAFT

TOTAL:	214	178	25	7	3	1		
PERCENTAGES(%):	33.17	11.68	3.271		1.402	.467		
TOTAL MALE:	98.131 % OF TOTAL			214	TOTAL FEMALE:		1.869 % OF TOTAL	214

SERVICE/MAINTENAN

TOTAL:	561	185	92	16	1	3	144	104	8	1	5	2	
PERCENTAGES(%):	32.97	16.39	2.852	.178	.505		25.66	18.53	1.426	.178	.891	.357	
TOTAL MALE:	52.941 % OF TOTAL			561	TOTAL FEMALE:			47.059 % OF TOTAL					561

CITY OF CAMBRIDGE PERSONNEL EEOC
E.E.O. CATEGORIES STATE REPORT - MUNICIPALITY
FROM 110194 THROUGH 110194

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** TOTAL FOR CITY EMPLOYEES **

TOTAL:	3,714	1,292	304	62	2	32	2	1,500	376	83	9	48	4
PERCENTAGES(%):	34.78	8.185	1.669	.054	.862	.054	40.38	10.12	2.235	.242	1.292	.108	
TOTAL MALE:	45.611 % OF TOTAL 3,714			TOTAL FEMALE: 54.389 % OF TOTAL 3,714									

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CITY OF CAMBRIDGE PERSONNEL EEOC
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 ** TOTAL FOR CITY EMPLOYEES **
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E.E.O. CATEGORY	TOTAL	MALES						FEMALES						
		1 W	2 B	3 H	4 V	5 A	6 N	1 W	2 B	3 H	4 V	5 A	6 N	

OFFICIALS/ADMIN														
=====														
TOTAL:	176	90	4	1	1	1	67	8		1	3			
PERCENTAGES(%):	51.13	2.273	.568	.568	.568		38.06	4.545		.568	1.705			
TOTAL MALE:	55.114 % OF TOTAL		176				TOTAL FEMALE:		44.886 % OF TOTAL		176			

 PROFESSIONAL

TOTAL:	852	178	14	5		12	1	555	53	12		21	1	
PERCENTAGES(%):	20.89	1.643	.587			1.408	.117	65.14	6.221	1.408		2.455	.117	
TOTAL MALE:	24.648 % OF TOTAL		852				TOTAL FEMALE:		75.352 % OF TOTAL		852			

 TECHNICIANS

TOTAL:	287	125	13	1		2		112	23	5		6		
PERCENTAGES(%):	43.55	4.530	.345			.697		39.02	8.014	1.742		2.091		
TOTAL MALE:	49.129 % OF TOTAL		287				TOTAL FEMALE:		50.871 % OF TOTAL		287			

 PROTECTIVE SERVIC

TOTAL:	553	358	74	16		5		70	27	3				
PERCENTAGES(%):	64.73	13.38	2.893			.904		12.65	4.892	.542				
TOTAL MALE:	81.917 % OF TOTAL		553				TOTAL FEMALE:		18.083 % OF TOTAL		553			

2. RACE/ETHNIC IDENTIFICATION

An employer may acquire the race/ethnic information necessary for this section either by visual surveys of the work force, or from post-employment records as to the identity of employees. Since visual surveys are permitted, the fact that race/ethnic identifications are not present on agency records is not an excuse for failure to provide the data called for. However, although the Commission does not encourage direct inquiry as a method of determining racial or ethnic identity, this method is not prohibited in cases where it has been used in the past, or where other methods are not practical, provided it is not used for purposes of discrimination.

Moreover, the fact that employees may be located at different addresses does not provide an acceptable reason for failure to comply with the reporting requirements. In such cases, it is recommended that visual surveys be conducted for the employer by persons such as supervisors who are responsible for the work of the employees or to whom the employees report for instruction or otherwise.

Please note that the General Counsel of the Commission has ruled, on the basis of court decisions, that the Commission has the authority to require the racial and ethnic identification of employees, regardless of any possible conflicting state or local laws.

The concept of race as used by the Equal Employment Opportunity Commission does not denote clearcut scientific definitions of anthropological origins. For the purposes of this report, 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 category "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 do not include HISPANIC under either "white" or "black".

For the purposes of the report, the following race/ethnic categories will be used:

- a. The category "White" (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- b. The category "Black" (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.
- c. The category "Hispanic": All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- d. The category "Asian or Pacific Islander": All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.
- e. The category "American Indian or Alaskan Native": All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

3. DESCRIPTION OF JOB CATEGORIES

a. **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.

b. **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, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians and kindred workers.

c. **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.

d. **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.

e. **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 aids, child support workers, policy auxiliary welfare service aids, recreation assistants homemakers aides, home health aides, and kindred workers.

f. **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 transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks and kindred workers.

g. Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a 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, skilled machining occupations, carpenters, compositors and typesetters and kindred workers.

h. Service-Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the 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 groundkeepers, refuse collectors, construction laborers.



CITY OF CAMBRIDGE

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OFFICE OF AFFIRMATIVE ACTION
WILLIAM A. GOMES
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Annualized rate of pay is between \$40,000 and 50,000: 490

Sex: 259 Male (52.86 %) 231 Female (47.14 %)

Race: 431 White(87.96 %) 42 Black(8.57 %) 5 Hispanic(1.02 %) 11 Asian(2.24 %) 1 Native American(.20 %)

Annualized rate of pay is more than \$50,000: 293

Sex: 178 Male (60.75 %) 115 Female (39.25 %)

Race: 273 White(93.17 %) 17 Black(5.80 %) 1 Hispanic(.34 %) 2 Asian(.68 %) 0 Native American(.00 %)

***** GRAND TOTAL *****

Total # of employees: 3,727

Sex: 1,704 Male (45.72 %) 2,020 Female (54.20 %)

Race: 2,799 White(75.10 %) 690 Black(18.51 %) 149 Hispanic(4.00 %) 81 Asian(2.17 %) 6 Native American(.16 %)

CITY OF CAMBRIDGE PERSONNEL EEOC
 E.E.O. CATEGORIES STATE REPORT - MUNICIPALITY
 FROM 110194 THROUGH 110194

PARAPROFESSIONAL

TOTAL:	468	101	63	11	5	1	199	59	21	2	5	1	
PERCENTAGES(%):	21.58	13.46	2.350		1.068	.214	42.52	12.60	4.487	.427	1.068	.214	
TOTAL MALE:	38.675 % OF TOTAL			468	TOTAL FEMALE:			61.325 % OF TOTAL					468

ADMIN SUPPORT

TOTAL:	603	77	19	5	4		350	101	34	5	8	
PERCENTAGES(%):	12.76	3.151	.829		.663		58.04	16.75	5.638	.829	1.327	
TOTAL MALE:	17.413 % OF TOTAL			603	TOTAL FEMALE:			82.587 % OF TOTAL				603

SKILLED CRAFT

TOTAL:	214	178	25	7			3	1				
PERCENTAGES(%):	83.17	11.68	3.271				1.402	.467				
TOTAL MALE:	98.131 % OF TOTAL			214	TOTAL FEMALE:			1.869 % OF TOTAL				214

SERVICE/MAINTENAN

TOTAL:	561	185	92	16	1	3	144	104	8	1	5	2	
PERCENTAGES(%):	32.97	16.39	2.852	.178	.535		25.66	18.53	1.426	.178	.891	.357	
TOTAL MALE:	52.941 % OF TOTAL			561	TOTAL FEMALE:			47.059 % OF TOTAL					561

CITY OF CAMBRIDGE PERSONNEL EEOC
E.E.O. CATEGORIES STATE REPORT - MUNICIPALITY
FROM 110194 THROUGH 110194

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** TOTAL FOR CITY EMPLOYEES **

TOTAL:	3,714	1,292	304	62	2	32	2	1,500	376	83	9	48	4
PERCENTAGES(%):	34.78	8.185	1.669	.054	.862	.054	40.38	10.12	2.235	.242	1.292	.108	
TOTAL MALE:	45.611 % OF TOTAL 3,714			TOTAL FEMALE: 54.389 % OF TOTAL 3,714									

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CITY OF CAMBRIDGE PERSONNEL EEOC
 E.E.O. CATEGORIES STATE REPORT - MUNICIPALITY
 FROM 110194 THROUGH 110194

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 ** TOTAL FOR CITY EMPLOYEES **
 =====

E.E.O. CATEGORY	TOTAL	MALES						FEMALES					
		1 W	2 B	3 H	4 V	5 A	6 N	1 W	2 B	3 H	4 V	5 A	6 N

OFFICIALS/ADMIN													
TOTAL:	176	90	4	1	1	1	67	8		1	3		
PERCENTAGES(%):	51.13	2.273	.568	.568	.568		38.06	4.545		.568	1.705		
TOTAL MALE:	55.114 % OF TOTAL		176			TOTAL FEMALE:		44.886 % OF TOTAL		176			

 PROFESSIONAL
 =====

TOTAL:	852	178	14	5		12	1	555	53	12		21	1
PERCENTAGES(%):	20.89	1.643	.567		1.408	.117	65.14	6.221	1.408		2.465	.117	
TOTAL MALE:	24.648 % OF TOTAL		852			TOTAL FEMALE:		75.352 % OF TOTAL		852			

 TECHNICIANS
 =====

TOTAL:	287	125	13	1		2		112	23	5		6
PERCENTAGES(%):	43.55	4.530	.348		.697		39.02	8.014	1.742		2.091	
TOTAL MALE:	49.129 % OF TOTAL		287			TOTAL FEMALE:		50.871 % OF TOTAL		287		

 PROTECTIVE SERVIC
 =====

TOTAL:	553	358	74	16		5		70	27	3		
PERCENTAGES(%):	64.73	13.38	2.893		.904		12.65	4.882	.542			
TOTAL MALE:	81.917 % OF TOTAL		553			TOTAL FEMALE:		18.083 % OF TOTAL		553		

2. RACE/ETHNIC IDENTIFICATION

An employer may acquire the race/ethnic information necessary for this section either by visual surveys of the work force, or from post-employment records as to the identity of employees. Since visual surveys are permitted, the fact that race/ethnic identifications are not present on agency records is not an excuse for failure to provide the data called for. However, although the Commission does not encourage direct inquiry as a method of determining racial or ethnic identity, this method is not prohibited in cases where it has been used in the past, or where other methods are not practical, provided it is not used for purposes of discrimination.

Moreover, the fact that employees may be located at different addresses does not provide an acceptable reason for failure to comply with the reporting requirements. In such cases, it is recommended that visual surveys be conducted for the employer by persons such as supervisors who are responsible for the work of the employees or to whom the employees report for instruction or otherwise.

Please note that the General Counsel of the Commission has ruled, on the basis of court decisions, that the Commission has the authority to require the racial and ethnic identification of employees, regardless of any possible conflicting state or local laws.

The concept of race as used by the Equal Employment Opportunity Commission does not denote clearcut scientific definitions of anthropological origins. For the purposes of this report, 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 category "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 do not include HISPANIC under either "white" or "black".

For the purposes of the report, the following race/ethnic categories will be used:

- a. The category "White" (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
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- c. The category "Hispanic": All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- d. The category "Asian or Pacific Islander": All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.
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3. DESCRIPTION OF JOB CATEGORIES

a. **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.

b. **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, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians and kindred workers.

c. **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.

d. **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.

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City of Cambridge

The Civil and Human Rights Committee held a public meeting on November 3, 1994, beginning at 5:15 p.m. in the Ackermann Room for the purpose of receiving a report on the City's Affirmative Action Plan.

Present at the meeting were Councillor Katherine Triantafillou, Chair of the Committee, Councillor Kathleen L. Born and D. Margaret Drury, City Clerk. Also present were Michael Gardner, Personnel Director, William Gomes, Director of Affirmative Action, Wallace Sherman, Compliance Monitor, Representative Alvin Thompson, Nancy Ryan, Executive Director of the Women's Commission, Jubi Headley, Mayor's Office.

Councillor Triantafillou convened the meeting and explained the purpose.

Mr. Gomes Described the 1990 origins of the current affirmative action plan, which has been approved by Massachusetts Commission Against Discrimination MCAD. He stated the concerns of the City as being how well the City's progress measures up to the plan. Mr. Gomes distributed an agenda and accompanying fact sheets (Attachment A).

Mr. Gomes noted that in 1991 in the City's Workforce, 19% of City employees were minorities and 51% were women. In 1994, 24.8% are minorities and 54% are women.

Councillor Triantafillou asked what the category "professionals" includes. Mr. Michael Gardner stated that this category includes nurses, attorneys, others with specialized training. "Technicians" includes those with specialized training, but not as much. Mr. Gardner added that "protective service" includes Fire, Police and Security Guards. "Paraprofessional" includes such jobs as nurses aids.

Councillor Born asked about the size of the categories, vis a vis total number of employees. Mr. Gomes provided the statistics which are contained in the reports included with this report as Attachment B.

Councillor Triantafillou observed that from the statistics it looks like the City has achieved some of the goals.

Councillor Born suggested that the goals should be more like the school

population.

Councillor Triantafillou asked what is to be done to assume compliance with the goals. Mr. Gomes said that he receives reports from each department and monitors their compliance with the goals. He noted that sometimes the bidding system conflicts with these goals because of the role of seniority.

Councillor Triantafillou asked what is being done in the officials and administrators categories. William Gomes stated that when there is a vacancy to fill, there is outreach to the minority community and advertisement in newspapers that reach the minority community. Citizen committees are involved in the hiring process.

Representative Alvin Thompson asked about department heads hiring in the last two years. Mr. Gomes stated that four have been hired, and all four were whites. Representative Thompson stated that the School Department expects a great deal of effort to attract minority department heads. He stated that it is disgraceful that the department heads continue to be all white.

Councillor Triantafillou asked if there was minority representation in the hiring panels, and if Mr. Gomes was involved in the hiring process for department heads. He said that Robert W. Healy usually accepts the citizen panel recommendation.

Representative Thompson said that the final decision is up to Robert W. Healy, and he could send the recommendation back if there were no minorities included in those recommended to him.

Councillor Triantafillou asked how many minority applicants there were in the pools for the recent department head hires. Mr. Gomes stated that he did not know.

Councillor Triantafillou asked whether Mr. Gomes gets a list of the applicants and he said that he does.

Nancy Ryan asked for a description of recruitment.

Mr. Gomes said that the City does direct advertisement in minority newspapers across the country. He said that there are minority applicants.

Councillor Born asked if there are recruiting companies that specialize in recruiting minorities. Mr. Gomes said that there are, and that there are computer systems that can be purchased that can assist in the process. Representative Thompson stated that Jane Edmonds, former MCAD Commissioner and Cambridge

resident does minority recruiting.

Councillor Triantafillou asked Mr. Gomes how the minority hiring could be improved. Bill Gomes suggested purchasing the McClure system to improve recruitment efforts.

Representative Thompson asked what department head positions are open. Bill Gomes stated that the License Commission and Community Development are currently open.

In response to a question from Representative Thompson, Bill Gomes stated that out of forty departments, there are three departments headed by minorities.

Jubi Headley asked what advertising is used for department heads. Mr. Gomes enumerated a list including newspapers in New York City, Chicago, Los Angeles, Cincinnati, and some other large urban areas.

Councillor Born asked about categories which would allow an employee to work up to a department head position. Councillor Triantafillou asked about the professional category. Mr. Gomes stated that he has worked hard to attract black nurses but has not been able to.

Councillor Triantafillou asked whether Mr. Gomes has talked with the Latino Commission and suggested that Mr. Gomes attend a Latino Commission meeting and ask for their input. Mr. Headley offered to assist Mr. Gomes in making contact with that Commission. Representative Thompson noted that there should be outreach to the Haitian community as well.

Councillor Born noted that she has referred three minorities to the Personnel Office, including one who spoke Portuguese and Spanish. She asked whether special efforts are made with minority applicants. Mr. Gomes said that when positions come up, the union bidding process is used, and that process can sometimes hinder affirmative action.

Representative Thompson noted that filling a vacancy with a union member should create a vacancy at the bottom that can be filled by a minority.

Councillor Born asked what could be done to encourage the unions to assist in affirmative action. Mr. Gomes stated that the unions have a "no discrimination" clause, but that is as far as it goes.

Mr. Gardner said that Local 195, with 950 city workers, is the largest by far. It is headed by James Cassidy, employee of Traffic and Parking. Their contract says that when there is a vacancy, it must be posted, and a person in the department, who

is the most senior and qualified will get the job. That clause is on the table in every contract negotiation, but it is an important issue to the union. Mr. Gardner also noted that Local 195 has a large minority membership and that this is a basic union position for them.

Councillor Triantafillou asked how, with this kind of provision, if the City starts underrepresented by minorities, they can ever catch up.

Mr. Gardner stated that overall the City is not underrepresented. There are issues in the department head and protective service classifications. He said that in the last several hirings of department heads, there have been minority finalists. Representative Thompson stated that this is a problem that minorities cannot ever get to the top.

Councillor Triantafillou asked whether the same kind of recruiting is done for the number two jobs in departments. Mr. Gardner said that very often the number two job is filled internally, on a posting basis. The most recent time that an internal candidate got the top job, and the number two job was filled by a candidate from the department head search.

Mr. Gomes noted that there have been some issues with trying to get top minority candidates to relocate there.

Councillor Triantafillou asked about the attrition rates for minorities. Mr. Gomes stated that the numbers have been constant, which suggests that not too many minorities are leaving.

Councillor Triantafillou asked whether Mr. Gomes has interaction with minorities that do leave. Mr. Gomes said that he does do exit interviews. When he is aware someone is leaving he will call them, but it is voluntary.

Councillor Triantafillou asked whether Mr. Gomes was satisfied with the categories, or whether additional categories would be useful, for example, a job title breakdown. Bill Gomes said that it might make it easier to understand.

Nancy Ryan suggested cross-referencing the information by salary range, and noted that this information is available in the EEO breakdown.

Mr. Gomes provided salary information (Attachment B).

Councillor Triantafillou noted that it is very glaring that as salaries and positions go higher, the number of minorities go lower. The numbers are shockingly low, especially for Hispanics.

Councillor Triantafillou asked how effective staff training is, and whether the staff is comfortable working together. Mr. Gardner said that such issues do arise, and when they come to the attention of the Personnel Department, a great deal of time and effort is devoted to trying to deal with them. He cited the example of Neville Manor.

Councillor Triantafillou asked Mr. Gomes whether he routinely interacted with department heads about whether such problems exist. Bill Gomes said that he involved in all the grievances.

Councillor Triantafillou asked what happens with allegations of racial discrimination. Mr. Gomes said that he has assisted employees in filing complaints with the MCAD. There are perhaps six complaints per year. Many times the issues are mediated before they get to the MCAD level.

Councillor Triantafillou asked Mr. Gomes whether he has the support of the administration, and he answered in the affirmative. She asked whether he has enough resources to do his job. Mr. Gomes noted the problem with office space.

Councillor Triantafillou asked whether there is a structural problem with the Affirmative Action Director being within the Personnel Office. Mr. Gomes said that there are pros and cons, but the major problem is space.

Mr. Gomes stated that there is an Affirmative Action Advisory Board, and he is in the process of seeking new applicants because terms have expired. He described the work of the Commission.

Councillor Triantafillou asked whether the City does any diversity training. Bill Gomes stated that the City does provide training and described the training that has been offered, Mr. Gomes said that the Diversity Committee sponsors diversity training, but that the City does not have systematic diversity training for the City. In response to a question for Councillor Triantafillou, he stated that such training would be helpful.

Councillor Triantafillou asked what the Diversity Committee does. Mr. Gomes stated that the purpose is to bring City employees together. There have been social affairs; there is newsletter. This is a starting point. The goal is to eventually expand it to the citizens of Cambridge.

Bill Gomes then described his efforts in sexual harassment training.

Mr. Headley requested a job description for the Affirmative Action Advisory Commission.

Nancy Ryan stated that she is interested in discussing a women's enterprise program parallel to minority business program.

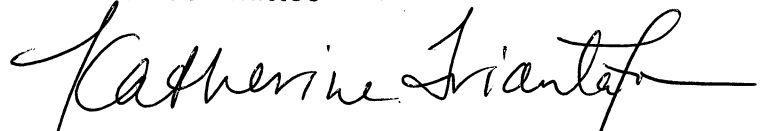
Representative Thompson said that the NAACP has been reactivated, with new leadership, and minorities in department head positions is high on its agenda.

Councillor Triantafillou then turned to the issue of contract compliance. She asked Wallace Sherman what is done for compliance for contracts with the City. Mr. Sherman stated that the law is quite weak, but that he works through mediation. He said that he can do effective monitoring through weekly monitoring, visits and comparisons with reports submitted by the contractors. He said that contractors are not generally in compliance, from his perspective. He cited problems with the Haggerty School, which started out well, but now has problems.

Councillor Triantafillou asked for a report on the number of City projects and the compliance for future discussion.

The meeting was adjourned at 7 P.M.

For the Committee



Councillor Katherine Triantafillou, Chair

1.

S-588

COMMITTEE REPORTS

Report from the Civil and Human Rights
Committee for a hearing held on Nov. 3, 1994
to receive a report on the City's
Affirmative Action Plan.

In City Council,

December 19, 1994

*Report accepted
and placed on
file on motion
of Councillor
Trantafillou*