



# OFFICE OF THE MAYOR

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Alice K. Wolf  
*Mayor*

## M E M O R A N D U M

**TO:** The Honorable, the City Council

**FROM:** Sean Denniston *SDH*  
Mayor's Office

**RE:** Affirmative Action Hearing at City Council

**DATE:** May 20, 1991

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Attached for your review is Section VII of the City of Cambridge Affirmative Action Plan "Affirmative Action - Objectives/Purpose (Summary)".

Section VII provides a precis of the objectives of the Affirmative Action Plan as submitted to your Honorable Body by the Civil and Human Rights Committee.

## VII. AFFIRMATIVE ACTION - OBJECTIVES/PURPOSE (Summary)

The City of Cambridge acknowledges that employment opportunities will be provided through affirmative action to all present and prospective employees regardless of race, color, age, religion, national origin, sex, sexual preference, disability, or Vietnam-era veteran status. This affirmative action policy applies to all personnel action including, but not limited to, recruitment, hiring, compensation, promotions, demotions, transfers, termination, and recall from lay-offs.

The City of Cambridge is adopting an Affirmative Action Program whose purpose is to outline and implement procedures to effectively maximize the utilization of the human resources available to the City, and, to achieve parity within the municipal workforce for protected groups. The City's affirmative action efforts will include recruitment, training and promotions.

### Workforce Analysis

An analysis of the City's workforce to establish a quantifiable baseline standard to measure the City's affirmative action efforts.

### Goals and Timetables

Establish annual and long-term goals for the hiring and promotion of women, minorities, disabled persons and Vietnam-era veterans at all levels of City government.

### Recruitment and Employment

Promulgate recruitment and employment programs designed to support affirmative action goals.

### **Internal Review and Reporting Systems**

Continue an internal reporting, monitoring and enforcement procedure to achieve compliance with goals and timetables and employment programs.

### **Dissemination of Policy**

Explain the process to disseminate the City's affirmative action policy and plan.

### **Anti-Harassment Policy**

Promulgate and implement a harassment policy which is aimed at preventing the creation of barriers to employment and participation within the City's workforce.

### **Grievances**

Explain an expeditious grievance process to handle employee allegations informally.

The City of Cambridge has assigned the individuals listed below responsibilities in the following areas.

Directory

<u>Title</u>	<u>Area of Responsibility</u>	<u>Phone No.</u>
EEO/AA Compliance & Affirmative Action	Director of Equal Opportunity/Affirmative Action	349-4332
	Contract Compliance Monitor	
Director of Personnel	Personnel	349-4332
Employment Manager	Employment	349-4332
Training & Development	Training/Workers' Comp. Administrator & Workers' Compensation	349-4337
City Solicitor	Legal Department	349-4121
Employee/Labor Relations Manager	Employee/Labor Relations Guidance Resolution	349-4332

Dissemination of Plan

The Affirmative Action Director, in conjunction with the appropriate staff, will see that the following procedures are carried out.

Internal

1. Within one month of the approval of this city's affirmative plan by the MCAD, a notice of the availability of copies of the plan will be posted on all bulletin boards where official notices are displayed.

2. Amendments to the affirmative action plan will be posted in a conspicuous place.
3. A summary of the key provisions and amendments to the plan will be made available to all employees.
4. The Vietnam-era veteran, Disabled, and the City's Grievance Procedure guidelines shall be made available to applicants and employees.
5. Special meetings with executive, management, and supervisory personnel will be conducted to explain the intent of the policy and to clarify individual responsibilities necessary for the effective implementation of the policy.
6. Periodic meetings will be held with employees to discuss affirmative action goals, objectives, policy statements, and/or new developments.
7. The policy will be discussed thoroughly in employee orientation and management training programs.
8. Meetings with union officials will be held to inform them of the affirmative action policy and to request their cooperation.
9. Efforts will be made to include nondiscrimination clauses in all union agreements. Union contract provisions will be reviewed to ensure they are nondiscriminatory.
10. Employees will be informed that any grievance concerning a violation of affirmative action and equal opportunity rights may be addressed through the Grievance Procedure.

#### External

1. The Affirmative Action Plan shall be made available to the public upon request to the City's Affirmative Action Director.

2. Notification shall be made in writing to all recruitment sources, contractors, subcontractors and vendors of the existence of the affirmative action policy. These groups should be encouraged to refer minorities, women, Vietnam-era veterans, and the disabled when openings occur.
  3. All communication with the public in regard to recruitment, jobs, interviews, and employment will emphasize that the City is an affirmative action and equal opportunity employer.
  4. The City employment application will include a statement that the agency is an affirmative action/equal opportunity employer.
  5. All applicants for employment shall be informed of the City's affirmative action commitments. They shall also be informed that as applicants they are included under the City's Grievance Procedure.
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**DEPARTMENT ANALYSIS BY MINORITY GROUP & EEO CATAGORY**  
(As of 5/10/91)

	W	B	H	A	AI	MALE	FEMALE	TOTAL
=====								
<b>TOTAL CITY (Excluding School)</b>								
Officials/Admin	164	15		2		99	82	181
	90.6%	8.3%		1.1%		54.7%	45.3%	
Professionals	595	45	8	12	1	173	488	661
	90.01%	6.81%	1.21%	1.82%	0.15%	26.17%	73.83%	
Technicians	209	32	1	6		126	122	248
	84.27%	12.9%	0.4%	2.42%		50.81%	49.19%	
Protective Service	445	84	6	1		453	83	536
	83.02%	15.67%	1.12%	0.19%		84.51%	15.49%	
Paraprofessionals	210	69	8	4		148	143	291
	72.16%	23.71%	2.75%	1.38%		50.86%	49.14%	
Admin. Support	349	91	22	5		66	401	467
	76.87%	19.48%	4.71%	1.07%		14.13%	85.87%	
Skilled Craft	212	25	3	1		238	3	241
	87.97%	10.37%	1.24%	0.41%		98.75%	1.25%	
Service Maint.	240	106	16	2	1	206	159	365
	65.75%	29.04%	4.38%	0.55%	0.27%	56.44%	43.56%	
<b>TOTALS</b>	<b>2424</b>	<b>467</b>	<b>64</b>	<b>33</b>	<b>2</b>	<b>1509</b>	<b>1481</b>	<b>2990</b>
	<b>81.07%</b>	<b>15.62%</b>	<b>2.14%</b>	<b>1.1%</b>	<b>0.07%</b>	<b>50.47%</b>	<b>49.53%</b>	

W B H A AI MALE FEMALE TOTAL  
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Mayor's Office:

Paraprofessionals	1					1		
	100%					100%		
Admin. Support	2	1	1			1	3	
	50%	25%	25%			25%	75%	
<b>TOTAL</b>	<b>3</b>	<b>1</b>	<b>1</b>			<b>1</b>	<b>4</b>	<b>5</b>
	60%	20%	20%			20%	80%	

Executive/City Manager:

Officials	2	1				3		
	66.7%	33.33%				100%		
Paraprofessionals	1						1	
	100%						100%	
Admin. Support	2						2	
	100%						100%	
<b>TOTAL</b>	<b>5</b>	<b>1</b>				<b>3</b>	<b>3</b>	<b>6</b>
	83.33%	16.67%				50%	50%	

City Council:

Officials	8	1				7	2	
	88.89%	11.12%				77.8%	22.2%	
Admin. Support	2						2	
	100%						100%	
<b>TOTAL</b>	<b>10</b>	<b>1</b>				<b>7</b>	<b>4</b>	<b>11</b>
	90.91%	9.09%				63.6%	36.4%	

City Clerk:

Officials	2					2		
	100%					100%		
Admin. Support	4	2					6	
	66.67%	33.33%					100%	
<b>TOTAL</b>	<b>6</b>	<b>2</b>				<b>2</b>	<b>6</b>	<b>8</b>
	75%	25%				25%	75%	

W      B      H      A      AI      MALE    FEMALE    TOTAL  
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Law Department:

Officials	2					2		
	100%					100%		
Professionals	4	1				3	2	
	80%	20%				60%	40%	
Paraprofessionals	1					1		
	100%					100%		
Admin. Support	2	1					3	
	66.67%	33.33%					100%	
<b>TOTAL</b>	<b>9</b>	<b>2</b>				<b>6</b>	<b>5</b>	<b>11</b>
	81.82%	18.18%				54.6%	45.4%	

Finance (All Depts.):

Officials	15	2				11	6	
	88.24%	11.76%				64.7%	35.3%	
Professionals	3						3	
	100%						100%	
Technicians	6	3				5	4	
	66.67%	33.33%				55/6%	44/4%	
Paraprofessionals	4					2	2	
	100%					50%	50%	
Admin. Support	34	8	3	1		5	41	
	73.91%	17.4%	6.53%	2.18%		10.8%	70.9%	
<b>TOTAL</b>	<b>62</b>	<b>13</b>	<b>3</b>	<b>1</b>		<b>23</b>	<b>56</b>	<b>79</b>
	78.49%	16.46%	3.8%	1.27%		29.1%	70.9%	

Retirement:

Paraprofessionals	1						1	
	100%						100%	
Admin. Support	3	2				1	4	
	60%	40%				20%	80%	
<b>TOTAL</b>	<b>4</b>	<b>2</b>				<b>1</b>	<b>5</b>	<b>6</b>
	66.67%	33.33%				16.7%	83.3%	

W B H A AI MALE FEMALE TOTAL  
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General Services:

Officials	1					1		
	100%					100%		
Technicians	2					2		
	100%					100%		
Paraprofessionals	1					1		
	100%					100%		
Admin. Support	2					2		
	100%					100%		
Skilled Craft	3					3		
	100%					100%		
Service Maint.	1					1		
	100%					100%		
<b>TOTAL</b>	<b>8</b>	<b>2</b>				<b>6</b>	<b>4</b>	<b>10</b>
	80%	20%				60%	40%	

Election:

Officials	4	2				2	4	
	66.67%	33.33%				33.3%	66.7%	
Paraprofessionals			1			1		
			100%			100%		
Admin. Support	13	4	2			5	14	
	68.42%	21.06%	10.54%			26.3%	73.7%	
<b>TOTAL</b>	<b>17</b>	<b>6</b>	<b>3</b>			<b>7</b>	<b>19</b>	<b>26</b>
	65.39%	23.08%	11.54%			26.9%	73.1%	

Arts Council:

Officials	2					1	1	
	100%					50%	50%	
<b>TOTAL</b>	<b>2</b>					<b>1</b>	<b>1</b>	<b>2</b>
	100%					50%	50%	

W B H A AI MALE FEMALE TOTAL  
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Animal Control:

Officials	1					1		
	100%					100%		
Protective Service	2						2	
	100						100%	
<b>TOTAL</b>	<b>3</b>					<b>1</b>	<b>2</b>	<b>3</b>
	100%					33.3%	66.7%	

Fire:

Officials	2					2		
	100%					100%		
Professionals	28	1				29		
	96.55%	3.45%				100%		
Technicians	46	1				47		
	97.87%	2.13%				100%		
Protective Service	171	24	3			198		
	86.36%	12.13%	1.53%			100%		
Admin. Support	2	1					3	
	66.67%	33.33%					100%	
<b>TOTAL</b>	<b>249</b>	<b>27</b>	<b>3</b>			<b>276</b>	<b>3</b>	<b>279</b>
	89.25%	9.68%	1.08%			98.9%	1.08%	

Police:

Officials	2					2		
	100%					100%		
Professionals	23	2				25		
	92%	8%				100%		
Technicians	32	4				36		
	88.89%	11.11%				100%		
Protective Services	204	42	2			198	60	
	79.07%	20.165%	0.78%			76.7%	23.3%	
Paraprofessionals	3	1				2	2	
	75%	25%				50%	50%	
Admin. Support	12	2					14	
	85.71%	14.29%					100%	
<b>TOTAL</b>	<b>276</b>	<b>61</b>	<b>2</b>			<b>263</b>	<b>76</b>	<b>339</b>
	81.42%	18%	0.58%			77.6%	22.4%	

W B H A AI MALE FEMALE TOTAL  
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Traffic & Parking:

Officials	3					2	1	
	100%					66.7%	33.3%	
Professionals	2						2	
	100%						100%	
Technicians	4	2				4	2	
	66.67%	33.33%				66.7%	33.3%	
Protective Services	20	6	1			14	13	
	64.07%	22.23%	3.70%			51.8%	28.2%	
Admin. Support	15	1				2	14	
	93.75%	6.25%				12.5%	87.5%	
Skilled Craft	18	2				20		
	90%	10%				100%		
Service Maint.	8	1	1			10		
	80%	10%	10%			100%		
<b>TOTAL</b>	<b>70</b>	<b>12</b>	<b>2</b>			<b>52</b>	<b>32</b>	<b>84</b>
	<b>83.34%</b>	<b>14.29%</b>	<b>2.38%</b>			<b>61.9%</b>	<b>38.1%</b>	

Police Review Board:

Officials		1					1	
		100%					100%	
<b>TOTAL</b>		<b>1</b>					<b>1</b>	<b>1</b>
		<b>100%</b>					<b>100%</b>	

Inspectional Service:

Officials	1				1		2	
	50%				50%		100%	
Technicians	2						2	
	100%						100%	
Protective Service	12	1			1		13	1
	85.70%	7.15%			7.15%		92.9%	7.14%
Paraprofessionals	1						1	
	100%						100%	
Admin. Support	4	2					1	5
	66.67%	33.33%					16.7%	83.3%
Skilled Craft	3						3	
	100%						100%	
<b>TOTAL</b>	<b>23</b>	<b>3</b>			<b>2</b>		<b>22</b>	<b>6</b>
	<b>82.15%</b>	<b>10.72%</b>			<b>7.15%</b>		<b>78.6%</b>	<b>21.4%</b>

W B H A AI MALE FEMALE TOTAL  
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License Commission:

Officials	2					2		
	100%					100%		
Professionals	2						2	
	100%						100%	
Protective Service	1					1		
	100%					100%		
Admin. Support	3	2					5	
	60%	40%					100%	
<b>TOTAL</b>	<b>8</b>	<b>2</b>				<b>3</b>	<b>7</b>	<b>10</b>
	80%	20%				30%	70%	

Weights & Measures:

Officials	1					1		
	100					100%		
Admin. Support	2						2	
	100%						100%	
<b>TOTAL</b>	<b>3</b>					<b>1</b>	<b>2</b>	<b>3</b>
	100%					33.33%	67.67%	

Electrical:

Officials	1						1	
	100%						100%	
Protective Services	11	1				10	2	
	91.67%	8.33%				83.3%	16.7%	
Admin. Support	1						1	
	100%						100%	
Skilled Craft	12					12		
	100%					100%		
<b>TOTAL</b>	<b>25</b>	<b>1</b>				<b>23</b>	<b>3</b>	<b>26</b>
	96.15%	3.85%				88.5%	11.5%	

Emergency Management:

Officials	1					1		
	100%					100%		
Protective Service	1					1		
	100%					100%		
Admin. Support	1						1	
	100%						100%	
<b>TOTAL</b>	<b>3</b>					<b>2</b>	<b>1</b>	<b>3</b>
	100%					66.6%	33.3%	

W B H A AI MALE FEMALE TOTAL  
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Public Works:

Officials	14	1				14	1	
	93.33%	7.67%				93.3%	7.7%	
Professionals	4	1				5		
	80%	20%				100%		
Technicians	3					2	1	
	100%					66.7%	33.3%	
Paraprofessionals	1					1		
	100%					100%		
Admin. Support	12	2				3	11	
	85.71%	14.29%				21.4%	78.6%	
Skilled Craft	109	16	1			125	1	
	86.51%	20.88%	2.2%			99.2%	0.79%	
Skilled Maint.	70	19	2			87	4	
	76.92%	20.88%	2.2%			95.6%	4.4%	
<b>TOTAL</b>	<b>213</b>	<b>39</b>	<b>3</b>			<b>235</b>	<b>20</b>	<b>255</b>
	<b>83.52%</b>	<b>15.30%</b>	<b>1.18%</b>			<b>92.2%</b>	<b>8.8%</b>	

Water:

Officials	4					3	1	
	100%					75%	25%	
Professionals	2					2		
	100%					100%		
Technicians	6					6		
	100%					100%		
Paraprofessionals	1					1		
	100%					100%		
Admin. Support	2	1				1	2	
	66.67%	33.33%				33.3%	66.7%	
Skilled Craft	33	5				38		
	86.84%	13.16%				100%		
Service Maint.	7					7		
	100%					100%		
<b>TOTAL</b>	<b>55</b>	<b>6</b>				<b>58</b>	<b>3</b>	<b>61</b>
	<b>90.17%</b>	<b>9.83%</b>				<b>95.1%</b>	<b>4.9%</b>	

W B H A AI MALE FEMALE TOTAL  
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Community Development:

Officials	5					3	2	
	100%					60%	40%	
Professionals	13	2			1	10	6	
	81.25%	12.5%			6.25%	62.5%	37.5%	
Technicians	10	1				3	8	
	90.91%	9.09%				27.2%	72.3%	
Paraprofessionals	5					1	4	
	100%					20%	80%	
Admin. Support	3	3					6	
	50%	50%					100%	
<b>TOTAL</b>	<b>36</b>	<b>6</b>				<b>17</b>	<b>26</b>	<b>43</b>
	<b>83.72%</b>	<b>13.96%</b>				<b>39.5%</b>	<b>60.5%</b>	

Historical Commission:

Officials	2					1	1	
	100%					50%	50%	
Technicians	1					1		
	100%					100%		
<b>TOTAL</b>	<b>3</b>					<b>1</b>	<b>2</b>	<b>3</b>
	<b>100%</b>					<b>33.3%</b>	<b>67.3%</b>	

Peace Commission:

Officials	1						1	
	100%						100%	
<b>TOTAL</b>	<b>1</b>						<b>1</b>	<b>1</b>
	<b>100%</b>						<b>100%</b>	

W B H A AI MALE FEMALE TOTAL  
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Rent Control:

Officials	3					1	2	
	100%					33.3%	66.7%	
Professionals	12	1		1		6	8	
	85.70%	7.15%		7.15%		42.9%	57.1%	
Technicians		1				1		
		100%				100%		
Paraprofessionals	7					4	3	
	100%					57.1%	42.9%	
Admin. Support	4	3	2				9	
	44.44%	33.33%	22.22%				100%	
<b>TOTAL</b>	<b>26</b>	<b>5</b>	<b>2</b>	<b>1</b>		<b>11</b>	<b>23</b>	<b>34</b>
	76.47%	14.71%	5.89%	2.95%		32.4%	67.6%	

Cable TV:

Professionals	1					1		
	100%					100%		
Admin. Support	1						1	
	100%						100%	
<b>TOTAL</b>	<b>2</b>					<b>1</b>	<b>1</b>	<b>2</b>
	100%					50%	50%	

Library:

Officials	3					1	2	
	100%					33.3%	67.7%	
Professionals	33	4	2	2		13	28	
	80.48%	9.76%	4.88%	4.88%		31.7%	68.3%	
Protective Service	1					1		
	100%					100%		
Paraprofessionals	3					1	2	
	100%					33.3%	67.7%	
Admin. Support	25	3	1	2		11	20	
	80.65%	9.68%	3.23%	6.46%		35.5%	64.5%	
Skilled Craft	4					4		
	100%					100%		
Service Maint.	1					1		
	100%					100%		
<b>TOTAL</b>	<b>70</b>	<b>7</b>	<b>3</b>	<b>4</b>		<b>32</b>	<b>52</b>	<b>84</b>
	83.34%	8.34%	3.58%	4.77%		38.1%	61.9%	

W B H A AI MALE FEMALE TOTAL  
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Human Services:

Officials	14	3		1	5	13	
	77.78%	16.67%		5.56%	27.8%	72.2%	
Professionals	37	7	1	1	4	42	
	80.43%	15.22%	2.18%	2.18%	8.7%	91.3%	
Paraprofessionals	149	59	4	3	117	98	
	67.3%	23.53%	1.86%	1.4%	54.4%	45.6%	
Admin. Support	11	4	1	1	1	16	
	64.71%	27.53%	5.89%	5.89%	5.8%	91.2%	
Service Maint.	14	5	1		12	8	
	70%	25%	5%		60%	40%	
<b>TOTAL</b>	<b>225</b>	<b>78</b>	<b>7</b>	<b>6</b>	<b>139</b>	<b>179</b>	<b>316</b>
	71.21%	24.68%	2.22%	1.99%	43.7%	56.3%	

Women's Commission:

Officials	1				1		
	100%				100%		
Admin. Support	1				1		
	100%				100%		
<b>TOTAL</b>	<b>2</b>				<b>2</b>		<b>2</b>
	100%				100%		

Human Rights:

Officials	1				1		
	100%				100%		
Admin. Support	1		1		2		
	50%		50%		100%		
<b>TOTAL</b>	<b>2</b>		<b>1</b>		<b>3</b>		<b>3</b>
	66.67%		33.33%		100%		

Veteran's:

Officials	1				1		
	100%				100%		
Admin. Support	2	1			1	2	
	66.67%	33.33%			33.3%	67.7%	
<b>TOTAL</b>	<b>3</b>	<b>1</b>			<b>2</b>	<b>2</b>	<b>4</b>
	75%	25%			50%	50%	

W B H A AI MALE FEMALE TOTAL  
 =====

Health:

Officials	1					1		
	100%						100%	
Professionals	13	1				3	11	
	92.86%	7.14%				21.4%	78.6%	
Technicians	1						1	
	100%						100%	
Paraprofessionals	1						1	
	100%						100%	
Admin. Support	2						2	
	100%						100%	
<b>TOTAL</b>	<b>18</b>	<b>1</b>				<b>4</b>	<b>15</b>	<b>19</b>
	94.74%	5.27%				21.1%	78.9%	

Neville Manor:

Officials	5					2	3	
	100%					40%	60%	
Professionals	17	1				2	16	
	94.44%	5.66%				11.1%	88.9%	
Technicians	17	2				2	17	
	89.47%	10.53%				10.5%	89.5%	
Paraprofessionals	8	1		1		4	6	
	80%	10%		10%		40%	60%	
Admin. Support	4	2				2	4	
	66.67%	33.33%				33.3%	66.7%	
Skilled Craft	4					4		
	100%					100%		
Service Maint.	49	47	5	1		32	70	
	48.04%	46.08%	4.91%	0.98%		31.4%	68.6%	
<b>TOTAL</b>	<b>104</b>	<b>53</b>	<b>5</b>	<b>2</b>		<b>48</b>	<b>116</b>	<b>164</b>
	63.42%	32.32%	3.05%	1.22%		29.3%	70.715	

W B H A AI MALE FEMALE TOTAL  
 =====

Hospital:

	W	B	H	A	AI	MALE	FEMALE	TOTAL
Officials	57	4		1		25	37	
	91.94%	6.46%		1.62%		40.3%	56.7%	
Professionals	401	24	5	8		70	368	
	91.55%	5.48%	1.15%	1.83%		15.9%	84.1%	
Technicians	81	16	1	6		19	85	
	77.88%	15.39%	0.97%	5.77%		18.3%	81.7%	
Protective Services	22					17	5	
	100%					77.3%	22.7%	
Paraprofessionals	22	8	3			12	21	
	66.67%	24.25%	9.09%			36.4%	83.6%	
Admin. Support	176	46	11	1		29	205	
	75.21%	19.66%	4.7%	0.43%		6.5%	93.5%	
Skilled Craft.	26	2	2	1		29	2	
	83.87%	6.46%	6.46%	3.23%		93.5%	6.5%	
Service Maint.	90	34	7	1	1	56	77	
	67.67%	25.57%	5.27%	0.76%	0.76%	42.1%	57.9%	
<b>TOTAL</b>	<b>875</b>	<b>134</b>	<b>29</b>	<b>18</b>	<b>1</b>	<b>257</b>	<b>800</b>	<b>1057</b>
	82.79%	12.68%	2.75%	1.71%	0.1%	24.3%	75.7%	

## ADDENDUM - 1990 PRELIMINARY CENSUS DATA

The City is committed to using the most up-to-date census data available to analyze the Labor Market, determine areas of underutilization and to assist in goal setting. Unfortunately, no Labor Market data from the 1990 Preliminary Census Data will be available from the Census Data for some time. Rather than wait for that, the City has made an extrapolation from the preliminary population data available to make an approximation of the labor force. Using the preliminary census data, broken out by age, the City approximated the labor force of the city by minority groups for persons age eighteen or older.

Although this will not be the same number as the census department workforce data; some persons over 18 do not work and some do, this is the best approximation we have now. The City will use these figures as our tentative benchmark for setting goals for the general city workforce. For positions where specific Labor Market data are required, (e.g. professional and official and administrative positions), the most recently available Labor Market data will be used supplemented by job industry specific data where available.

These age/race/ethnic origin figures are also preliminary and subject to final adjustments by the Census Bureau following their review later this year. When more up-to-date numbers become available, they will be incorporated into the Affirmative Action Plan.

The preliminary census bureau data shows the following:

### TOTAL POPULATION OF THE CITY OF CAMBRIDGE (18 YEARS OF AGE AND OLDER)

Total Population	83,190	
Total White (non-Hispanic)	61,164	74.4%
Total Black (non-Hispanic)	8,917	10.8%
Total American Indian/Eskimo/Aleut	237	0.3%
Total Asian/Pacific Island	7,000	8.5%
Total Hispanic	4,757	5.8%
Total Other (non-Hispanic)	115	0.1%
<hr/>		
<b>TOTAL POPULATION</b>	<b>82,190</b>	<b>99.9%</b>
<hr/>		
Total Minority Population Percentage for the City of Cambridge: Persons 18 years of Age and Older	21,026	25.5%

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.

<b>GOALS</b>	<b>MINORITY REPRESENTATION</b>
<b>Officials &amp; Administrators</b>	<b>13.1%</b>
<b>Professionals</b>	<b>8.7%</b>
<b>Technicians</b>	<b>10.4%</b>
<b>Protective Service</b>	<b>25.5%</b>
<b>Paraprofessional</b>	<b>25.5%</b>
<b>Administrative Support</b>	<b>25.5%</b>
<b>Skilled Craft</b>	<b>10.0%</b>
<b>Service Maintenance</b>	<b>25.5%</b>

Goals are based on the most recently available Labor Market Data, including 1980 data for skilled jobs and 1990 projected data for jobs without significant specific prerequisites. Where more accurate 1990 data is available, goals will be adjusted accordingly.

FINAL DRAFT 5/10/91 FINAL DRAFT

**THE CITY OF CAMBRIDGE**

**AFFIRMATIVE**

**ACTION**

**PLAN**

*May* , 1991

*Revision or Amended:* \_\_\_\_ / \_\_\_\_ /19

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# OFFICE OF THE MAYOR

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

(617) 349-4321

Fax (617) 349-4287

Alice K. Wolf  
*Mayor*

May 10, 1991

To the Citizens and Employees of the  
City of Cambridge

As Mayor, I reaffirm the commitment of the City of Cambridge to the broad diversity of our residents. I do so by reaffirming our commitment to establishing a City workforce that reflects that unique multicultural quality.

Cambridge is a city with an extremely diverse and multilingual population. People from a variety of backgrounds, ethnic and racial groups live side by side. Cambridge has a history of welcoming immigrants to the city. It has had a variety of changing industries and occupations within its borders, attracting different kinds of people seeking employment. It has large, well known educational institutions that have brought people from around the country and the world.

Our commitment is important for several reasons. To represent all the people, City services must be provided by representatives of all the people; in this way, citizens will feel that services are delivered fairly. No group should feel alienated from the day-to-day operation of their government. In addition, the City must be a leader in assuring fairness in employment opportunities. It must be a model in assuring that neither overt or covert forms of discrimination or inequality foul its own nest.

We need to renew this commitment because the past decade has seen retreat on the national level in assurance of equality for all citizens. This has created an atmosphere in which affirmative action and expansion of women's rights have become suspect, in which hostile action against women, members of minority groups, homosexuals is too easily accepted.

Thus, in our great City of Cambridge, I believe we must once again demonstrate our leadership. We must show that we do not retreat from our commitment of equality to all our people. We must build on past progress to achieve a truly representative City government.

As Mayor, I will work toward achieving this goal -- toward meeting the moral and legal obligation the City has toward all our people. In close cooperation with all City leaders and employees, I pledge to make this affirmative action plan work, so that each resident of Cambridge feels that he or she is a valuable ally of City Hall.

**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:** All City Employees

---

**FROM:** Robert W. Healy  
City Manager

**SUBJECT:** Affirmative Action Policy

This past year was our twelfth under our Affirmative Action Program. Through its Affirmative Action Plan, the City of Cambridge is taking the initiative in abolishing whatever discriminatory practices may exist. We recognize our legal and moral obligation to remove any vestiges of discrimination and to provide a meritorious system where each employee is respected as an individual, recognizing his or her aspirations, capabilities and needs. All employees, regardless of race, color, religion, sex, sexual orientation, national origin, age, disability or Veteran's status, must be provided fair treatment and equal opportunity through appropriate policies to rise to as high a level of responsibility as talent and diligence will take them.

The City is committed to taking affirmative action to enhance the employment opportunities for women, minorities, disabled persons and others, who, as a result of historical and cultural factors may have been excluded from consideration in the past. We will continue to recruit, hire and promote into all job classifications without regard to race, color, religion, sex, sexual orientation, national origin, disability or Vietnam Era Veteran status.

As a public employer, the City of Cambridge has a special responsibility to adhere not only to the letter of the law, but also to its spirit, and to ensure fair and representative participation at all levels of the City government workforce by the various segments of the local area population and the labor markets from which we hire.

## **I. PREAMBLE**

### **General Intent**

A. The City of Cambridge, a racially, ethnically and culturally diverse municipality of nearly 95,000 residents, operating under a City Council/City Manager (Plan E) form of government, hereby recognizes and affirms its legal and moral commitment and obligation to provide equal employment opportunity in all aspects of its municipal employment program. It is the policy of the City of Cambridge not to discriminate against any employee or applicant for employment in the terms, conditions and benefits of employment because of age, race, color, religion, sex, sexual orientation, national origin, disability, or Vietnam Era Veteran status.

Any employment or personnel practice that intentionally or unintentionally discriminates against any of our employees or intentionally or unintentionally discriminates against any of our employees or applicants for employment ultimately injures the entire City of Cambridge. The City, as an employer, should be a civic leader in programs and practices which enhance equal employment opportunities and affirmative efforts to increase employment opportunities for those who are underutilized, underrepresented, and/or disadvantaged and out of the economic and cultural mainstream.

The City's personnel policies and practices have been designed to provide equal opportunity for all persons. All employment decisions and actions have been and will continue to be made without regard to an individual's age, race, color, religion, sex, sexual orientation, national origin, disability or Vietnam Era Veteran status. Such actions shall include, but not be limited to the following: recruitment; hiring; working conditions; benefits and privileges of employment; compensation; training; opportunities for

advancement, including upgrades and promotions; transfers; discipline; and terminations of employment, including disciplinary discharge and layoffs.

In order to affirm and fulfill its leadership role in this area, and to provide the best possible services to its residents the City has and will under take affirmative efforts to ensure that its employees, at all levels of employment, and in all types of positions reflect the race, sex, disability and other minority status of the labor markets from which employees are drawn. The City has and will take further affirmative steps to train and develop local resources, including municipal employees, to improve their opportunities to participate in higher level employment, with emphasis in job classifications where members of minority groups and women are underutilized and underrepresented.

## **II. STATEMENT OF POLICY**

### **Foundation**

A. The City of Cambridge has established its Equal Employment Opportunity / Affirmative Action Program (EEO/AA) in accordance with the intent of the rules, regulations, and guidelines of the various federal and state laws and agencies having oversight in the equal opportunity area. These includes the requirements of Titles VI and VII of the Civil Rights Act of 1964, as amended, Federal Executive Orders 11246 and 11375, as amended, Sections 503 and 504 of the Rehabilitation Act of 1973, Revised Order No. 4, Americans with Disabilities Act of 1990, Age Discrimination Act of 1975, as amended, The Equal Pay Act of 1963, as amended, Massachusetts General Laws Chapter 151B and Commonwealth of Massachusetts Executive Order No. 74 as amended by

Executive Order No. 116, No. 117, No. 227, 253, Executive Order No. 246, Executive Order No. 240, amending and revising Executive Order 200.

1. The City will adhere to the provisions of all federal and state laws and regulations governing equal opportunity in employment.

2. The City will, without regard to circumstances of race, color, religion, sex, sexual orientation, national origin, age, disability, or Vietnam Era Veteran status:

\* Hire persons who are qualified to perform the defined duties and responsibilities of the position to be filled.

\* Provide all employees with the privileges and benefits associated with employment.

\* Promote and transfer employees on a non-discriminatory basis.

\* Provide all employees with an equal opportunity to participate in applicable training and development programs.

\* Compensate all employees based upon the principle of equal pay for equal work.

\* Establish and/or maintain all employees facilities on a non-discriminatory basis.

B. The City will not limit, segregate, or classify its employees in any way which would deprive any individual of opportunities, or adversely affect his or her status as an employee because of such employee's race, color, religion, sex, sexual orientation, national origin, age, disability, or Vietnam Era Veteran status.

U

C. The City will not discharge any employee because of race, color, religion, sex sexual orientation, national origin, age or disability, or Vietnam Era Veteran status.

D. The City shall take reasonable steps to accommodate the physical and/or mental limitations of any employee or applicant unless accommodations would impose an undue hardship on the conduct of City business.

E. The City will continue to administer all personnel activities such as compensation, benefits, transfers, training, social and recreational programs, without regard to race, color, religion, national origin, sex, sexual orientation, age, disability, or Vietnam Era Veteran status.

F. The City will take affirmative steps, including the establishment of goals and timetables, to ensure that the City workforce reflects, at all levels, and in all types of positions the race, sex, disability, or other minority status of the labor markets from which such employees are drawn.

G. The City will use non-traditional sources and methods of recruiting applicants for employment in order to re-affirm its commitment to equal employment opportunity and affirmative action, and to maintain and encourage a diverse workforce.

H. The City will take affirmative steps to develop the talents, skills, and abilities of its workforce and other local resources so that underutilized and under-represented groups within the population may have the opportunity to advance to higher level positions within the City.

### **III. RE-STATEMENT OF AFFIRMATIVE ACTION POLICY**

#### **INTERNAL**

Within City government we will communicate the Affirmative Action Policy reflecting the City Manager's concern and commitment to ensure equality of employment opportunity and Affirmative Action to all employees. The policy must be emphasized particularly to department heads who are involved with making recommendations concerning the appointment, transfer and promotion of City Personnel. An EEO/Affirmative Action policy statement will be provided to each employee of the City in the City's Employee Handbook. An Affirmative Action Advisory Committee is being established composed of community volunteers. It is the responsibility of the Committee to monitor the Affirmative Action Program and to make recommendations to the Affirmative Action Director and the City Manager regarding affirmative action progress.

The Affirmative Action Director along with the Director of Personnel and Labor Relations and the Advisory Committee will conduct quarterly reviews of Equal Employment Opportunity (EEO) performance compared to the Affirmative Action Plan objectives. EEO corrective plan activities, if required, will be initiated as a result of these reviews.

Affirmative Action training sessions are an important part of the Affirmative Action Program. All administrators, managers and supervisors will be required to attend such sessions presented under the direction of the Affirmative Action Director and the Personnel Department. A supervisor's handbook will incorporate a section on EEO/Affirmative Action to facilitate day-to-day operation of affirmative action practices and policies.

The written Affirmative Action Plan will be distributed to all City departments for review by the department head and bureau, division, and section managers. The EEO/AA

policy statement of the City Manager will be posted throughout City departments and offices for employee review.

#### **IV. COMMUNICATION OF EEO POLICY**

##### **METHODS/PROCEDURES**

The City of Cambridge Affirmative Action Program includes procedures for dissemination of the Affirmative Action Plan. The primary objective of this aspect of the program is to ensure awareness and understanding of the program by all employees. This is a crucial factor in determining the success of our efforts to achieve and maintain the goal of equal employment opportunity in all aspects of employment within the City of Cambridge.

##### **EXTERNAL**

Our dissemination of EEO/Affirmative Action policy includes publicizing affirmative action policy to organizations within the community whose membership represent significant numbers of minorities, women and disabled individuals, or other targeted groups. Continuous contact with such organizations will be maintained by the Affirmative Action Director and the Personnel Department for assistance and to aid in maintaining a flow of applicants for future openings from among targeted groups. All organizations contacted will be advised of our affirmative action policy commitment to meeting minority, female and disabled hiring goals, and our current openings for encouraging applicants of other targeted groups.

Additional recruiting sources will be cultivated as a part of our outreach recruiting program. All sources will be informed of the City of Cambridge Equal Opportunity

Employer/Affirmative Action (EEO/Affirmative Action) policy and sent a copy of the policy statement of the City Manager. Employment advertising makes reference to our EEO/AA policy and conveys the City's encouragement for minorities, women, and the disabled to apply. Each advertisement includes the designation EEO/AA M/F/H.

Copies of the written Affirmative Action Plan will be distributed to the Main Public Library and all Branch Libraries as well as the local office of the Department of Employment and Training.

In the future we will re-affirm our EEO/AA policy with our recruiting sources both verbally and in writing. Our continuing desire to hire and retain minorities, women and disabled individuals will be emphasized.

## **V. RESPONSIBILITY FOR IMPLEMENTATION**

### **ASSIGNMENT OF RESPONSIBILITIES**

**A. Staffing** The City Manager has the ultimate responsibility for achieving and maintaining equal employment opportunity and the affirmative action goals as developed through this City of Cambridge Action Plan. The primary staff assistants to the City Manager in ensuring that the plan is properly implemented are the Affirmative Action Director, the Director of Personnel and Labor Relations, the department heads of the various operating departments of the City and the Affirmative Action Manager at Cambridge Hospital.

**B. The Affirmative Action Director** The City Manager has assigned the Affirmative Action Director with responsibility for overseeing the development and implementation of the City's Affirmative Action Plan. The primary responsibility of this

position is to ensure that the City is in full compliance with all federal, state, and local Equal Employment Opportunity laws and policies and that the City's Affirmative Action goals and commitments are met. The Affirmative Action Director is accountable to the City Manager for all phases of the program.

The Duties and Responsibilities include but are not limited to:

- Prepare and maintain the written Affirmative Action Policy, Plan, and Program for the City.
- Distribute, publicize and explain all Affirmative Action Plans, policies, programs, and related activities internally to City employees and externally to the community in general and to specific groups and target audiences
- Develop goals and timetable for various type of positions in the departments of the City.
- Develop implementation guidelines for the Affirmative Action Plan, applicable to all staff and participants.
- Provide technical assistance and training to all City departments, agencies, boards, and commissions to plan and implement EEO and Affirmative Action programs initiatives and activities and to ensure understanding, support and compliance from all supervisors.
- Work with Department heads in solving EEO problems which may arise and continually attempt to prevent the occurrence of such problems.
- 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 underrepresentation 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

- . Audit and monitor all personnel practices, particularly recruitment, hiring, promotion, transfer, termination, and training patterns to ensure compliance with law and policy
- . Encourage an atmosphere of acceptance and inclusion among city workers with diverse backgrounds, to promote and encourage productivity in harmonious working relationships and improve retention and job satisfaction
- . Participate in community efforts to improve conditions which affect employability and serve as a liaison with various community groups
- . Provide prompt fair and impartial processing of complaints of discrimination, provide prompt fair and impartial EEO counselling as needed
- . Attempt to mediate interpersonal disputes or conflicts with EEO implications whenever possible and appropriate
- . Develop and maintain a system for internal program evaluation including data collection and analysis
- . Prepare quarterly EEO/AA reports to the City Manager and the Affirmative Action Advisory Committee.
- . Maintain records of all Affirmative Action activities
- . Report to the City Manager on any failures to comply with any EEO/AA regulations, including recommendations for appropriate corrective action, including discipline, up to and including discharge

- . **Coordinate the City's monitoring of City construction projects for Equal Employment Opportunity and coordinate and report on the City's Minority Business Enterprise program**
- . **Maintain liaison with the Massachusetts Commission Against Discrimination (MCAD), the regional Equal Employment Opportunity Commission (EEOC) office and other regulatory and oversight agencies, disseminating information from those agencies on current legislation and court decisions or other policy guide lines concerning EEO and Affirmative Action.**
- . **Assist in the development of Training programs to improve the skills of existing employee to maximize their opportunities for internal promotion and career advancement within the city.**
- . **Prepare information for and staff for the Affirmative Action Advisory Committee.**

**C. Director of Personnel and Labor Relations** The Director of Personnel & 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.**
- \* **Assist the Affirmative Action Director in monitoring progress in meeting departmental and overall City goals in affirmative action.**
- \* **Provide technical assistance to department heads in helping them meet affirmative action goals.**

- \* Conduct broad based and coordinated recruiting efforts to attract a multicultural mix of qualified applicants for positions.
- \* Make recommendations to the City Manager on the use of extraordinary certification devices, such as PARAGRAPH 10, Section 47A, MGL, and selective certification.
- \* Assist in career development efforts for employees.
- \* Assure exit interviewing are held for protected group members who may be terminated.
- \* Provide such other assistance as may be necessary to help the City achieve and maintain its affirmative action goals.

**D. Department Heads** Each department head shall have direct responsibility for the implementation of effective affirmative action within his or her department, including compliance with equal employment opportunity requirements. Department heads shall be held accountable to the City Manager for the attainment of specific departmental goals. Department heads have the responsibility for making recommendations on decisions as to who to appoint or promote from a group of eligible candidates.

Where underutilization exists and there are eligible minority and/or female candidates available, any request to hire a non minority and/or male in such a job category will not be approved without written explanation as to why a minority and/or female candidate was not hired.

If a particular department fails to meet affirmative action requirements or goals and timetables as set by this plan, or by the Affirmative Action Director and approved by the

City Manager, the department head must submit written documentation of reasons for failure to meet the requirements.

When reviewing the compensation, retention, terms of employment, or possible promotion or reassignment of a department head, the City Manager will take into account the affirmative action equal employment opportunity record of the department during that department head's tenure.

The City Manager will review the EEO/AA record of each department with the department head and other key staff as appropriate at least on an annual basis, and more often if necessary to take corrective action.

Department heads are responsible for encouraging an atmosphere of acceptance, tolerance, and openness to diversity within their departments, in order to foster productivity, harmonious working relationships, job satisfaction and improved retention within a diverse workforce.

Department heads are responsible for assisting in identifying training needs of individuals within their departments, that would be helpful in promoting increased skills and career development for department employees.

**E. Affirmative Action Advisory Committee** The City Manager shall appoint a citizens Affirmative Action Advisory Committee. This citizen advisory committee shall be appointed to oversee the City's affirmative action activities, and shall include individuals representing each of the major racial minority groups in Cambridge, as well as women, including individuals with expertise in (1) technical areas of affirmative action, including the goal-setting process and associated legal issues; (2) Civil Service; (3) staff development, including promotion and training; (4) broader areas of civil and human rights, such as fair

housing. This committee shall meet regularly to hear the report of the City and the City's Affirmative Action Director on progress in affirmative action. Among their activities shall be to:

- \* Advise the City Manager and Affirmative Action Director on affirmative action and equal employment opportunity.
- \* Advise the Affirmative Action Director and Personnel Department on recruiting, career development and retention.
- \* Monitor progress in the achievement of Goals and adherence to Timetables.
- \* Recommend improvements in the City's affirmative action efforts.

**F. Affirmative Action Manager - Cambridge Hospital** shall be responsible for the following:

- \* Develop, coordinate and implement EEO/AA training for management and staff.
- \* Evaluate, assess and advise on all requests for reasonable accommodation.
- \* Establish and participate in informal, formal proceedings to discuss complaints, grievances.
- \* Identify recruiting sources, establish Applicant Flow Logs, maintain resume banks.
- \* Prepare policy drafts for review
- \* Assist in development and implementation of City Affirmative Action Plan as it affects Cambridge Hospital.
- \* Review quarterly reports
- \* Prepare special reports for Hospital Administration

- \* Identify problem areas in goal attainment and recommend corrective action
- \* Assist Personnel in conducting exit interviews.

**G. The Affirmative Action Program Support** The successful achievement of a non-discriminatory employment program that supports a diverse workforce requires maximum cooperation. Each department and/or agency of the City is responsible for compliance with affirmative action goals. Affirmative action program supports ensure that sufficient resources are available to appointing authorities in the pursuit of their affirmative responsibilities of recruiting, hiring, retaining, and promoting qualified workforce. The program supports also ensure that affirmative action goals are pursued with diligence.

## **VI. MULTICULTURAL WORKFORCE AND ENVIRONMENTAL FACTORS/OBJECTIVES**

It is the policy of the City of Cambridge to seek a workforce representing the diversity of the City's population and to promote an atmosphere and a sense of mutual belonging and comradeship. A written Affirmative Action Plan in itself is not going to achieve a sense of belonging in our workforce. Recruitment, timetables, and goals are only components in equality among all employees. Multiculturalism is a state of mind and pride of not only one's own background and heritage, but pride and understanding in other, different heritages and reasons requiring progressive steps in the workforce to address inequalities of discriminated bodies. Discrimination in any form cannot be tolerated in 1990's; the City will promote equality that all of us desire for our present and future co-workers.

## **A. New Employees Outreach**

The City of Cambridge shall undertake existing measures in seeking a multicultural workforce. The City will seek to utilize outside sources and recruitment. Traditional locations of support for underrepresented groups such as churches, social clubs, ethnic societies, and advocacy groups shall be informed of openings in City employment. (See partial list included in the appendix) Current City employees shall be encouraged to recommend new and creative ways to attract employees to work for Cambridge and to inform established bodies of openings for the City of Cambridge.

To achieve multiculturalism in city employment, recruitment for minority, women, disabled persons and other targeted groups will include but are not limited to the following:

### **1. Recruitment**

Meaningful recruitment is more than passive advertising in a newspaper or a public affairs cable channel. Recruitment is the active and consistent search for the best qualified people for City positions. It is especially important to seek persons whose interest rests in public service or those who seek career path where their skills and unique qualities will be appreciated by employer and co-workers. The City of Cambridge will always seek the best-qualified people for opening whether in the best in education, the most relevant experience, the best in vocational or clerical skills, or those whose life experiences will make a meaningful contribution to the multicultural goals of the City. People who have been traditionally excluded from the City or government are important to hire for their contribution and their fresh insight to the City as a whole.

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. (see partial list attached)
- b. The Director of Affirmative Action will continue recruitment plans for open or promotional examinations where special efforts to increase the representation where 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 to be done regularly.
- d. For administrative, professional, and technical positions:  
The City Manager, department and other City officials shall contact persons to develop lists of qualified applicants and to encourage them to apply for appropriate positions.

Steps to achieve these objectives shall include:

- Direct contact with organizations specifically concerned with equal opportunity in employment for women, disabled, and minority group(s) persons.

- **Direct contact with employment officers at colleges, secretarial schools, or other bodies or institutions with predominantly minority or female enrollment.**
- **Direct contact with community and neighborhood action groups who can be helpful in referring applicants for employment.**
- **Free and paid media contact with publications, newspapers, cable television, and other media sources that reach out, in particular to minority, women, and disabled members of the community and those other targeted groups.**

**Within the City Government, actions shall include:**

- **Posting of all positions so that current employees, if qualified, might apply for internal promotion, especially for administrative positions in higher grade salary levels.**
- **Requesting Department Heads to encourage minority, disabled and/or female employees or those in other underrepresented groups to bid for positions.**
- **Posting of all positions to be filled shall be prepared on a scheduled basis or as needed for distribution to concerned agencies. The job vacancy list shall be posted in the Personnel Office, Affirmative Action Offices, and other public places concerning job titles, number of positions available, salary range, department closing date and civil service status, if applicable.**

- Individuals from underrepresented groups shall be notified of job openings and encouraged to apply with the State's Division of Personnel Administration (DPA) to fill Civil Service classifications. The City will work with DPA to review job requirements for City employment. In conjunction with DPA, the City's Personnel Department will recruit for specific entry-level and promotional exams.

**2. 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. As one avenue of outreach, our recruitment coordinator will work in conjunction with the Executive Office of Economic Affairs to keep abreast of certificate training programs that may provide the City with individuals who possess requisite skills to qualify for entry level positions. The goal of this particular outreach effort is to disseminate information about City job opportunities to the economically disadvantaged and bring City hiring managers in contact with graduates of various state sponsored training programs.

Efforts will be made to insure that the skill requirements are job related and are consistent with business necessity and the safe performance of the job.

Additional sources of recruitment shall include, but not be limited to:  
Department of Personnel resources;

**Department of Employment Security Job  
Bank Referral Office;**

**Advertising in publications for minorities,  
women, Vietnam-era Veterans, and the disabled;**

**Community organizations located in  
areas where protected group members  
reside or frequent;**

**Contracts with protected group members working in the respective  
field or related fields; and**

**Contracts with community organizations concerned with issues  
which affect protected group members.**

**An active listing of recruiting sources will be identified and maintained  
together with a continuous effort to use, expand, and update the list. It is  
expected that a reasonable percentage of the applicant pool for any job will  
be composed of protected group members.**

- **A record shall be maintained of the applicants who have applied for a  
position and who have been interviewed, showing race, sex, certified  
Vietnam-era veterans status, or whether the person has self-identified as  
disabled. The record also shall show the status of their applications.**

**B. Hiring Process**

**All hiring standards will be fixed, reasonable, objective, and job related.**

**A description of the qualifications which are important or necessary for performance of the  
job and the basis on which the qualifications were determined to be important or necessary  
should be noted.**

**Throughout the hiring process, all applicants for open positions must be treated  
respectfully and fairly. The process will attempt to encourage applicants who are from**

traditionally underutilized backgrounds and those who have been traditionally excluded from jobs in the public sector, within legal guidelines the City will try to compensate for underrepresentation by certain groups. To these goals, the hiring process shall include, but is not limited to, the following measures:

An affirmative action record in the form of an Applicant Flow Log (AFL) will be kept for each position filled. A record of persons interviewed, accepted, or refused for each new hire and promotion showing race, sex, disability, and Vietnam-era veteran or other underutilized group status should be maintained and may be reviewed by MCAD. In cases of underutilization, if a member of a protected group is not hired, a reason for this shall be supplied.

- Application forms must free of all discriminatory practices. Certain questions such as those concerning marital status, number and age of dependents, presence of a disability, and place of birth are not allowed. Further more, questions concerning salaries previously earned are prohibited. Application forms will comply with these restrictions.
- Interviews for employment should not include potentially discriminatory questions such as those concerning marital status, family plans, number and age of dependents, presence and extent of a disability and place of birth. Such questions shall not be asked of applicants.

- No questions should be asked of women, minorities, or disabled persons that would not, under usual circumstances, be asked of all persons seeking employment.
- Tests and other selection criteria relating to hiring will apply to all applicants. In addition, no tests shall be used that are not job related as appropriate or necessary for evaluating ability to perform the essential functions of the job or to perform the essential functions of the job where reasonable accommodation to an applicant's disability is made. Where necessary, accommodations such as provision of extra time, provision of a reader or sign/oral interpreter, or other means must be taken to ensure that tests actually measure the abilities that they are intended to measure.
- No action may be taken to fill a vacancy until written approval is received from the Affirmative Action Director or such personnel whom he/she designates to perform approval functions. That approval shall be withheld until the Affirmative Action Director has documented that the provisions of this plan and all others appropriate laws have been followed and observed.
- The Affirmative Action Director, and/or citizen Affirmative Action Committee will regularly review hiring processes and related documents for discriminatory language to assure that they follow established guidelines as stated in this document and other City policy.

Where the Personnel Department has demonstrated an under-utilization of protected groups within a Civil Service designation, the Director of Personnel and Labor Relations shall recommend the utilization of the following to the City Manager:

- Personnel Administrative Rule (PAR) 10 (Old rule 14) where applicable to entry level jobs and to negotiate with affected bargaining units concerning promotional positions.
- Selective certification where applicable.
- Sections 47A of Chapter 31 of the Massachusetts General Laws.
- Advertise in publications directed toward minorities, women, disabled persons and Vietnam-era veterans and other underutilized to attract a diverse pool of applicants.

**C. Existing Employees**

In the pursuit of a multicultural workforce, the City shall establish programs to create an atmosphere of harmony among employees. Exit interviews shall be conducted to identify any conditions in the workforce which are not conducive to maintaining a multicultural workforce.

Supervisory personnel shall be trained in interviewing techniques and prevention of discriminatory language. Supervisory personnel and supervisors shall be trained to issues of equal opportunity and affirmative action in their particular department.

The following measures shall be implemented in promoting positive relations between present and future City employees regardless of race, disability, sexual orientation, sex, or age. These include:

- **Sensitivity training for department heads and supervisory personnel and other interested employees analyzing effectiveness of the sensitivity training.**
- **Regular review of training needs for jobs in departments affected by underutilization, special training available for women, minorities and disabled persons to seek advancement, and proper notice or time granted for actual training sessions.**
- **Review of all city employee openings with identification of "dead end" jobs and planned elimination.**
- **Review and repair architectural barriers that may unfairly limit a disabled employee from reaching full potential under the City's employ.**

### **Training**

**The Affirmative Action Director, in fulfillment of affirmative action objectives, will ensure that protected group members who are already employed in the City are aware of the opportunities and programs for training and career development.**

**Department Heads will notify subordinates of opportunities for training and career development either by posting, direct memo, and/or by enclosing the information in employee pay envelopes. Supervisors shall hold individual conferences with employees to discuss training and career development.**

Protected group members shall be encouraged to apply for training programs. In order to ensure that protected group members are not underrepresented in training and career programs, records shall be maintained of those receiving training and tuition reimbursements.

The following action shall be taken to aid in the preparation by minority, women, disabled persons and Vietnam-era veteran employees to meet the City's specialized human resource needs, and to prepare the promotional path for protected groups:

1. In conjunction with appropriate city departments, the Affirmative Action Director will work toward developing internal, identifiable employee promotional ladders.
2. The Director of Personnel will establish relations with outside agencies which can provide city employees remedial education to obtain GED certificates.  
(see list in the appendix)
3. Appropriate city departments will develop relationships with area colleges to assist employees with access to career development programs.

### Promotions

This agency will insure that a fair promotion procedure is established which benefits all employees. Accordingly, all current job vacancies shall be publicized throughout the City.

In cases of underutilization, the Affirmative Action Director, in conjunction with the Director of Personnel, will set up and aggressively utilize a "remedial action file" for those

minority, disabled, Vietnam-era veteran, or female employees who wish to be included in the file and who are eligible for promotion to one or more positions within the City.

The "remedial action file" will be established within three months from the effective date of this document and it will be updated periodically. During the compilation of this file, the City will interview protected group members who wish to be included in the file.

The Affirmative Action Director, in conjunction with the Director of Personnel shall:

1. review and update records on the individual's qualifications, education, experience, seniority, and performance on the jobs;
2. identify individuals who appear to be working at jobs that are below their ability; and
3. upon request, consult with each individual to assess his/her opportunities for advancement.

The Personnel Director will see that all department heads consult the "affirmative action file" when plans come about to fill a vacant position where protected group members are underrepresented. If a protected group member is not selected the reason should be provided in the interview file.

Job openings and job requirements will be posted in a conspicuous place. Postings will be required of all positions. Jobs shall be posted well in advance of the application deadline in order to ensure that all employees are aware of job vacancies.

#### Terminations, Discharge, and Discipline

In case of lay-offs, employees shall be laid off so that affirmative action principles are maintained, consistent with law. In the event of termination of a protected group employee, the Affirmative Action Director and Director of Personnel will assure that an exit interview is held to determine if affirmative action rights have been abridged. When

protected group members are disciplined, laid-off, discharged or downgraded, the action will be reviewed by the Affirmative Action Director and Director of Personnel before it becomes final to determine if such action represents a discriminatory practice.

The Affirmative Action Director shall work in conjunction with the Director of Personnel to ensure that termination procedures comply with affirmative action policies.

The City's records of all disciplinary actions shall show race, sex, disability, and/or Vietnam-era veteran status, the formal charges, findings, and sanctions imposed.

#### Need Of Disabled Employees

In past years, disabled employees and applicants have faced a difficult struggle in both public and private sectors. A disability does not necessarily impair an employee or an applicant from the ability to perform his/her duties competently. The City of Cambridge fully support Executive Order 246, Commonwealth of Massachusetts, and the recent Americans with Disabilities Act (ADA), and other local, state, federal statutes that will protect the rights of not only the physically challenged, and also members of the community with hidden disability (e.g. cancer, AIDS, learning disabilities). The City of Cambridge will not discriminate on the basis of disability and shall make reasonable efforts to accommodate employment of disabled persons, including use of special machines, altered work hours, removal of architectural barriers in order to hire applicants other qualified for a position.

- The Personnel Department will review and evaluate all phases of the personnel selection process (application forms, types of test, routing procedures, job qualification, etc.) to ensure that artificial barriers are eliminated.

- In conjunction with the Cambridge Commission for Handicapped for Persons With Disabilities, the Affirmative Action Director will review all medical standards and application forms to ensure that they are job-related and do not present artificial barriers to employment of the disabled.
- Consideration shall be given to supplying special assistance including use of interpreters or readers, untimed examination, or accessible offices for applicant.
- In cooperation with the MCAD, State Office on Disabilities, the Cambridge Commission for Persons with Disabilities, and other relevant private or public bodies, statistics or specific numbers of disabled in Cambridge shall be collected for determining Affirmative Action policy.

#### Working with Labor Representatives

Nearly three-fourths of the City's labor force is unionized. Cooperative labor management efforts in areas affecting affirmative action are very helpful to progress.

Therefore:

- Affirmative Action/Equal Employment Opportunity shall be followed in contracts and labor pools undertaken within the City of Cambridge.
- In collective bargaining agreements, discriminatory language shall not be used; non-discrimination clauses shall be sought in all labor agreements.

- From time-to-time, surveys or other documentation shall be sought for rank and file opinions and suggestions on the success of this plan and to identify areas of possible improvement.
- Management will initiate discussions with Labor representatives on issues affecting Affirmative Action and Equal Employment Opportunity.

#### Contractor's Compliance

The City shall make every effort to contract only with Equal Opportunity Employers. The City shall adopt and use in all construction contracts with a dollar value in excess of fifty thousand dollars (\$50,000), an adopted version of Administration Bulletin 75-14 or its successor as promulgated by the Commonwealth.

- The Contractor shall not discriminate against any employee or applicant for employment because of race, religion, sex, sexual orientation, national origin, age, disability or Vietnam era veteran status.
- City Contractors shall not discriminate in any stage of contract from contract award to completion in employment practices, selection/retention of subcontractors, procurement of materials, and rental of equipment is expected by City contractors.
- The contractor will send to each labor union or representative of workers with which s/he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, legal commitments

under Section 202 of Executive Order Number 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places at worksites and make them available to applicants and employees.

- The contractor will be required to the greatest extent feasible to give employment and on-site training opportunities to lower-income, minority, women, disabled members of the community and to abide with labor agreements in regards to Affirmative Action hiring.
- The contractor will award business contracts including subcontracting businesses, when possible, to wholly or majority owned Minority Business Enterprises (MBE and WBE) in accordance with the Cambridge MBE Ordinance of 1983. (See Minority Business Enterprise Program Guidelines attached)

#### **Anti-Harassment Policy**

Harassment based on age, race, color, religion, sex, sexual orientation, national origin, disability or Vietnam Era Veteran status will not be tolerated among the workforce of the City of Cambridge. Swift and appropriate action will be taken to eliminate all vestiges of harassment in the work place, or in the performance of such work.

The City shall address harassment policies as separate issues and each will be administered by cognizant organizations. City employees who engage in harassment shall be subject to discipline in accordance with Affirmative Action Plan and other relevant City policies and ordinances.

## **VII. AFFIRMATIVE ACTION - OBJECTIVES/PURPOSE (Summary)**

The City of Cambridge acknowledges that employment opportunities will be provided through affirmative action to all present and prospective employees regardless of race, color, age, religion, national origin, sex, sexual preference, disability, or Vietnam-era veteran status. This affirmative action policy applies to all personnel action including, but not limited to, recruitment, hiring, compensation, promotions, demotions, transfers, termination, and recall from lay-offs.

The City of Cambridge is adopting an Affirmative Action Program whose purpose is to outline and implement procedures to effectively maximize the utilization of the human resources available to the City, and, to achieve parity within the municipal workforce for protected groups. The City's affirmative action efforts will include recruitment, training and promotions.

### **Workforce Analysis**

An analysis of the City's workforce to establish a quantifiable baseline standard to measure the City's affirmative action efforts.

### **Goals and Timetables**

Establish annual and long-term goals for the hiring and promotion of women, minorities, disabled persons and Vietnam-era veterans at all levels of City government.

### **Recruitment and Employment**

Promulgate recruitment and employment programs designed to support affirmative action goals.

### **Internal Review and Reporting Systems**

**Continue an internal reporting, monitoring and enforcement procedure to achieve compliance with goals and timetables and employment programs.**

### **Dissemination of Policy**

**Explain the process to disseminate the City's affirmative action policy and plan.**

### **Anti-Harassment Policy**

**Promulgate and implement a harassment policy which is aimed at preventing the creation of barriers to employment and participation within the City's workforce.**

### **Grievances**

**Explain an expeditious grievance process to handle employee allegations informally.**

The City of Cambridge has assigned the individuals listed below responsibilities in the following areas.

Directory

<u>Title</u>	<u>Area of Responsibility</u>	<u>Phone No.</u>
EEO/AA Compliance & Affirmative Action	Director of Equal Opportunity/Affirmative Action	349-4332
	Contract Compliance Monitor	
Director of Personnel	Personnel	349-4332
Employment Manager	Employment	349-4332
Training & Development	Training/Workers' Comp. Administrator & Workers' Compensation	349-4337
City Solicitor	Legal Department	349-4121
Employee/Labor Relations Manager	Employee/Labor Relations Guidance Resolution	349-4332

Dissemination of Plan

The Affirmative Action Director, in conjunction with the appropriate staff, will see that the following procedures are carried out.

Internal

1. Within one month of the approval of this city's affirmative plan by the MCAD, a notice of the availability of copies of the plan will be posted on all bulletin boards where official notices are displayed.

2. **Amendments to the affirmative action plan will be posted in a conspicuous place.**
3. **A summary of the key provisions and amendments to the plan will be made available to all employees.**
4. **The Vietnam-era veteran, Disabled, and the City's Grievance Procedure guidelines shall be made available to applicants and employees.**
5. **Special meetings with executive, management, and supervisory personnel will be conducted to explain the intent of the policy and to clarify individual responsibilities necessary for the effective implementation of the policy.**
6. **Periodic meetings will be held with employees to discuss affirmative action goals, objectives, policy statements, and/or new developments.**
7. **The policy will be discussed thoroughly in employee orientation and management training programs.**
8. **Meetings with union officials will be held to inform them of the affirmative action policy and to request their cooperation.**
9. **Efforts will be made to include nondiscrimination clauses in all union agreements. Union contract provisions will be reviewed to ensure they are nondiscriminatory.**
10. **Employees will be informed that any grievance concerning a violation of affirmative action and equal opportunity rights may be addressed through the Grievance Procedure.**

**External**

1. **The Affirmative Action Plan shall be made available to the public upon request to the City's Affirmative Action Director.**

2. Notification shall be made in writing to all recruitment sources, contractors, subcontractors and vendors of the existence of the affirmative action policy. These groups should be encouraged to refer minorities, women, Vietnam-era veterans, and the disabled when openings occur.
3. All communication with the public in regard to recruitment, jobs, interviews, and employment will emphasize that the City is an affirmative action and equal opportunity employer.
4. The City employment application will include a statement that the agency is an affirmative action/equal opportunity employer.
5. All applicants for employment shall be informed of the City's affirmative action commitments. They shall also be informed that as applicants they are included under the City's Grievance Procedure.

## **VIII. GRIEVANCE PROCEDURES**

These grievance procedures are promulgated in the hope that their accessibility, simplicity, speed and high standards of fairness and equity will encourage employees who feel they have been discriminated against to pursue the matter first within the City with the confidence and expectation the matter will be handled quickly, fairly and with the prudent sensitivity to the important issues involved. In order to help provide assurances employees may choose from a variety of internal or external forums to seek redress of a perceived injustice.

### **A. Grievance Procedure Systems**

1. Collective Bargaining Grievance Procedure Systems

There are thirteen (13) collective bargaining units and one (1) non-union group all of which have differing grievance procedures. While there are similarities among them, there is no one system which will satisfy all those concerned. Each member of a bargaining unit has the right to address his/her grievance through whatever grievance procedure avenue he/she chooses be it union, non-union, formal or informal, EEO/AAP or directly to state or federal organizations. If an employee chooses to follow his/her own collective bargaining grievance procedure, that procedure has certain grievance steps with accompanying authority levels which must be followed, up to and including arbitration.

A negotiated grievance procedure is not subject to variation or interpretation but, rather, must be followed as negotiated and agreed upon affected only by precedent, past practice, demonstrated intent of the negotiating parties and guided by arbitration awards.

## 2. EEO/Affirmative Action Grievance Procedures

An EEO/Affirmative Action grievance procedure is utilized and applied to all grievances, except those particular to a collective bargaining agreement, which may arise in matters of general personnel administration, including operation of the City's affirmative action program and its plan which directly affects the personal interest and well being of an employee.

The grievance procedure shall be available to all municipal

employees except those who have utilized another city, state or federal grievance complaint or appeal process to resolve issues attempted to be raised under this procedure.

**B. Interpretation of Jurisdiction and Coverage**

**1. Disputes**

If a dispute evolves concerning the proper application of a grievance procedure, there are protocols which should be observed. These protocols are:

- a) **Collective Bargaining Agreement Grievance** - if the employee or aggrieved is a member of a collective bargaining unit and elects to pursue his grievance through that union's grievance procedure, the matter will be adjudicated through that bargaining unit agreement.

If the matter involves EEO/Affirmative Action difficulties but is brought forth through the union grievance procedure, the City's Affirmative Director will be invited to attend and participate as an advisor to supervision, an assigned hearing officer or, if need be, as an interested observer and participant in an arbitration.

- b) **Non-Collective Bargaining Grievances** - those grievances arising out of EEO/Affirmative Action difficulties perceived by the grievant will be administered through the Affirmative Action Grievance Procedure.

The City appointed Affirmative Action Director shall adjudicate these grievances. The AA Director is empowered to interpret AA procedures, pursue investigations, conduct hearings and make final recommendations subject to the approval of the City Manager.

If an EEO/Affirmative Action generated grievance pertains to employment selection, transfers, promotions, upgrades, etc., which are guided by negotiated collective bargaining agreements, the Affirmative Action Director will consult with the Personnel Director to determine which venue is most appropriate in which to adjudicate the issue.

Where a dispute exists as to whether a particular matter is subject to grievance procedure coverage, the City reserves the right to make the final judgement on that question through the Affirmative Action Director.

In making determinations the Affirmative Action Director will interpret the coverage of these procedures liberally. The AA Director may deny application of the procedures only where the matter in question clearly concerns issues of broad policy in which the grievant has no direct interest, where the AA Director has good reason to believe that a grievance has been brought in bad faith for political or similarly inappropriate reasons, or in other circumstances in which use of the

procedures would clearly endanger their effectiveness as an instrument for the redress of grievances.

**C. Affirmative Action Grievance Procedures**

**1. Informal Grievance Procedure**

The Informal Grievance Procedure provides the individual an opportunity to present, through impartial representatives, issues in which the individual believes his/her rights have been violated. The Affirmative Action Director will provide managers, supervisors and employees advice and counsel regarding appropriate remedies which may be used. The grievant controls whether the issues raised are investigated or the conference between the AA Director is solely for advice and consultation or for grievance action.

No action will be taken by the Affirmative Action Director without a signed grievance form. If the employee wishes merely to inform the department head about the violation while keeping his/her identity confidential, the AA Director, at his/her discretion, will assist the grievant by speaking informally with the Appointing Authority for the department.

The informal grievance procedure may be processed through three steps. These steps are:

**Step 1:** the employee should first discuss his/her grievance with his/her immediate supervisor.

**Step 2:** if the grievance remains unresolved, s/he may bring it to the attention of his/her department for discussion and review.

**Step 3:** If grievance circumstances prevent using Step 1 and 2, or if the department head does not resolve the grievance within five (5) working days, the employee may bring the grievance to the Affirmative Action Director.

**Alternative/Optional Actions:**

- a) If the aggrieved employee feels more comfortable with directly referring the grievance to the Affirmative Action Director, he/she may do so without first moving through Step 1 and Step 2 of the grievance procedure.
- b) If, after discussions with the AA Director, both the Director and the employee agree that the matter best may be directed back to another level of the grievance procedure, the AA Director will be empowered to do so, but only with the concurrence of the grievant involved.

If the grievance resulted from a violation of personnel policy, the Affirmative Action Plan, or of employment law, the AA Director will bring the matter to the attention of the Personnel Director who shall take or direct appropriate administrative steps to enforce the policy, the plan or law and to resolve the grievance immediately.

If the grievance involves a question of judgement or opinion not covered by personnel policy, the plan, collective bargaining agreements, or employment law, the AA Director shall counsel with the employee, the supervisor and/or department head to resolve the grievance if possible.

Various methods of grievance resolution may be explored with the concurrence of the parties involved. Alternatives such as mediation, informal mediation of conciliation and any other avenues available for settling matters by agreement which may be explored by the AA Director and the participants. An ancillary consideration which must be kept in mind if these alternative techniques are employed is such agreements achieved may not contravene or invalidate any provisions of an existing collective bargaining agreement then in force to which the grievant is subject.

**2. Formal Grievance Procedure (External)**

If grievance resolution fails through the informal procedure, AA Director and the employee may use established procedures under local, state, and federal agencies and they may file the case with the Massachusetts Commission Against Discrimination, the EEOC or the grievant may exercise his rights to sue in a court of law.

**3. Retaliatory Action - any retaliatory action of any kind taken against the grievant as a result of that person's seeking redress under these procedures, cooperating in an investigation, or otherwise participating**

in any activities under these procedures is prohibited and shall be regarded as a separate and distinct grievable matter under this procedure.

**D. Affirmative Action Director - Scope of Authority**

The AA Director is granted the authority to carry out the following activities:

1. to receive and attempt to resolve complaints on an informal basis;
2. to provide aggrieved persons with information and advice on equal opportunity procedures, including local, state and federal redress procedures, including proper notification and filing for AA complaints. The Affirmative Action Director shall inform the grievant of his/her right to sue in court;
3. to take any other steps which may assist in the resolution of the problem, prior to filing a formal complaint;
4. to assist in preparing a formal complaint to MCAD, EEOC, etc., of alleged discrimination based on race, color, sex, religion, national origin, age, sexual orientation, handicap;
5. the aggrieved person and the Affirmative Action Director shall be free from restraint, interference, coercion, discrimination, or reprisal in connection with the program or grievance. The AA Director shall not reveal the identity of any aggrieved person who comes for consultation, except when authorized to do so by the aggrieved person;

6. the Affirmative Action Director shall make every effort to resolve the problem informally. To this end, s/he shall, if requested by the grievant, assist in discussion with the supervisor or any other party to the problem and may take other steps which may assist in the resolution of the problem;
7. the grievant has the right to be accompanied, represented and advised by a representative of attorney of his/her choice. If the aggrieved person and/or his/her representative is an employee of the City, they shall be given a reasonable number of working hours to prepare and present a request for a solution of the grievance;
8. the Affirmative Action Director shall have twenty (20) working days to resolve the grievance before the grievant may file a formal complaint; and
9. nothing contained herein shall be construed to deny a grievant the right to make a direct complaint to MCAD, EEOC, etc.



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If you have filed this complaint with any of the following enforcement agencies, please indicate which agency and give date filed:

- Massachusetts Commission Against Discrimination     EEOC  
 Personnel Department     Union     Other

Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / 199\_\_

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\*\*\*\*\*

**FOR AFFIRMATIVE ACTION OFFICE USE ONLY**

- Phone     Mail     In Person

Date Interviewed: \_\_\_\_\_ By: \_\_\_\_\_

Date Reviewed by Director: \_\_\_\_ / \_\_\_\_ / 199\_\_    Notice to Dept: \_\_\_\_ / \_\_\_\_ / 199\_\_

Investigator: \_\_\_\_\_

Summary to Director: \_\_\_\_ / \_\_\_\_ / 199\_\_    To Legal: \_\_\_\_ / \_\_\_\_ / 199\_\_

Action: \_\_\_\_\_  
\_\_\_\_\_

## **IX. LABOR MARKET AVAILABILITY ANALYSIS**

### **UTILIZATION ANALYSIS**

#### **A. Analytical Criteria**

In determining the availability of minority group members or women for employment in any job classification, the City considers the following factors:

1)(a) The population for each minority group as a percentage of the City (state standard); the federal standard is the minority population of the area surrounding the City (Standard Metropolitan Statistical Area, SMSA),

- 1) The availability of women and minorities seeking employment in the local labor or recruitment area.
- 2) The size of the minority/female unemployment/unemployment force in the local labor area.
- 3) The percentage of the minority/women compared to the total workforce in the city.
- 4) The general availability of minorities/women who have the requisite skills in the city.
- 5) The general availability of minorities/women who have the requisite skills from area from which we can reasonably recruit.
- 6) The availability of promotable and transferable women and minorities within City employment.
- 7) The existence of training institutions capable of training persons in the requisite skills.
- 8) The degree of training which the city is reasonably able to provide as a means of making all job categories available to minorities and women.

Each of the eight factors must be given consideration, but only relevant factors need to be used in the final availability estimate.

In analyzing these factors for the City, primary weight is given to the percentage of minority and women compared to the total workforce in the local labor area, the general availability of minorities and women who have the requisite skills in the immediate labor area, and in the area from which the City can reasonably recruit (SMSA), the availability of promotable and transferrable minorities and women within City employment and the degree of training the City is reasonably able to provide.

The general percentage of minorities within the City workforce is higher than the percentage within the SMSA. Hence, City workforce figures are used

Unemployment rates do not appreciably affect recruiting in areas where the total workforce in the immediate area has significantly fewer minorities or work than city government's own workforce (Officials and Administrators and Professionals). The general availability of minorities and women within the immediate area and the recruitment area who have the requisite skills required for various positions is the most important factor in determining availability for jobs which require significant experience, education, or established credentials. The City has a general policy (reinforced by union contract and civil service rules in some cases) of posting vacancies internally prior to external recruitment. Hence, the availability of promotable and transferable minorities and women within City employment is important. However, because these numbers do not differ appreciably from general labor market data, they have little effect in overall availability. Similarly, while the City has committed significant resources to emphasize training and loan/scholarship programs to improve the promotability of employees by improving skill levels, these programs will have minimal impact on the general availability of minorities/women in areas where current City utilization is below general labor market data.

**B. Statistical Data**

	<b>CAMBRIDGE (City Wide) Labor Force</b>	<b>SMSA Labor Force</b>	<b>CITY GOV'T (Full-time) Labor Force</b>
<b>Total Available Workforce</b>	<b>52,070</b>	<b>1,300,302</b>	<b>2431</b>
<b>Male:</b>	<b>26,578</b>	<b>765,914</b>	<b>1351</b>
<b>Percentage of Both Sexes</b>	<b>51.04%</b>	<b>54.7%</b>	<b>55.6%</b>
<b>White</b>	<b>42.3%</b>	<b>51.06%</b>	<b>47.06%</b>
<b>Black</b>	<b>4.3%</b>	<b>2.42%</b>	<b>7.16%</b>
<b>Hispanic</b>	<b>2.1%</b>	<b>0.98%</b>	<b>1.02%</b>
<b>Asian</b>	<b>1.95%</b>	<b>0.75%</b>	<b>0.28%</b>
<b>Native American</b>	<b>0.14%</b>	<b>0.1%</b>	<b>0.04%</b>
<b>Female:</b>	<b>25,492</b>	<b>633,388</b>	<b>1000</b>
<b>Percentage of Both Sexes</b>	<b>49.95%</b>	<b>45.2 %</b>	<b>44.4 %</b>
<b>White</b>	<b>40.6 %</b>	<b>41.82%</b>	<b>35.4 %</b>
<b>Black</b>	<b>5.1%</b>	<b>2.46%</b>	<b>7.36%</b>
<b>Hispanic</b>	<b>1.39%</b>	<b>0.81%</b>	<b>0.98%</b>
<b>Asian</b>	<b>1.39%</b>	<b>0.61%</b>	<b>0.66%</b>
<b>Native American</b>	<b>0.18%</b>	<b>0.1 %</b>	<b>0.04%</b>
<b>Total Minority Workforce</b>	<b>8899</b>	<b>124,821</b>	<b>427</b>
<b>Male</b>	<b>51.7%</b> <b>(4554)</b>	<b>54.7%</b> <b>(68,277)</b>	<b>48.5%</b> <b>(207)</b>
<b>Female</b>	<b>48.9%</b> <b>(4345)</b>	<b>45.3%</b> <b>(56,544)</b>	<b>51.5%</b> <b>(220)</b>
<b>C. Total Workforce</b>	<b>52,070</b>	<b>1,399,402</b>	<b>2431</b>
<b>White</b>	<b>43,171</b> <b>(82.9%)</b>	<b>1,299,625</b> <b>(92.9%)</b>	<b>(82.5%)</b>
<b>Black</b>	<b>4997</b> <b>(9.5%)</b>	<b>99,719</b> <b>(7.1%)</b>	<b>353</b> <b>(14.5%)</b>
<b>Hispanic</b>	<b>1974</b> <b>(0.55%)</b>	<b>25,144</b> <b>(1.36%)</b>	<b>49</b> <b>(2.01%)</b>
<b>Asian</b>	<b>1017</b> <b>(1.95%)</b>	<b>19,026</b> <b>(1.36%)</b>	<b>23</b> <b>(0.95%)</b>
<b>Native American</b>	<b>117</b> <b>(0.22%)</b>	<b>1705</b> <b>(0.12%)</b>	<b>2</b> <b>(0.08%)</b>

**D. Minority Unemployment (1990 figures)**

**Male:**

Black	5.6 %	9.2 %
Hispanic	2.7 %	8.4 %
Asian	5.6 %	3.8 %
Native American	8.5 %	6.6 %

**Female:**

Black	6.7 %	7.1 %
Hispanic	3.9 %	7.3 %
Asian	5.6 %	5.1 %
Native American	13.0 %	7.8 %

**Total Minority Labor Force**                      4.5 %    7.8 %

**(Both Sexes)**

**E. Utilization - Total Available Workforce**

**UTILIZATION**                      **Cambridge (Citywide)**    vs    **City Gov't.**

**Male:**

Black	4.3 %	7.16 %
Hispanic	2.1 %	1.02 %
Asian	1.95 %	0.28 %
Native American	0.14 %	0.04 %

**Female:**

Black	5.1 %	7.36 %
Hispanic	1.62 %	0.98 %
Asian	1.39 %	0.66 %
Native American	0.18 %	0.04 %

**UNDERUTILIZATION**

Underutilization means having fewer minorities or females in a particular job classification than would reasonably be expected by their availability in the workforce or recruitment area. (301 CMR: 50.18, Section 1.2)

An overall analysis of the City's Labor Force shows general underutilization of all minority groups in the Officials and Administrators category. In general, in other categories Blacks are not significantly underutilized. Hispanics and Asians are significantly underutilized in all categories, however.

Women make up 49% of the City labor market and 48.4% of the City workforce. Women make up 44% of the Officials and Administrators in the City while 47.9% of executive, administrative and managerial positions held by City residents are held by women.

**WORKFORCE ANALYSIS - UTILIZATION BY EEO CATAGORY**

**Officials and Administrators**

The area of the city's greatest underutilization of minorities by the City is in the EEO Category of Officials and Administrators, where 9.1% of employees are minorities, while census data shows 13.1% minority labor market participation in executive, administrative and managerial positions. Only three department heads

are minorities. Over a third of the officials and administrators positions are in the Department of Health and Hospitals.

The underrepresentation among minorities in the Officials and Administrators category has been identified as the most important area for corrective action. The major obstacle is relatively low turnover, particularly at the department head level. Virtually all the positions require persons who are college educated and/or possess specialized skills and experience in administering specific program areas. Each vacancy must be pursued with specialized and intensive recruiting.

The total number of women functioning as Officials and Administrators is much higher, 44.1% of persons in this category are women. Fifteen women are department heads. 47.9% of Executives, administrative and managerial positions held by members of the total city workforce are held by women.

### Professionals

Professionals is a category which includes health care professionals such as Nurses, Doctors, Psychologists, Social Workers, and related Therapists; Teachers, Planners, Lawyers; Engineers, Budget and Finance workers, Librarians, and other persons for whom a degree or an advanced degree in a specialized area of study is generally required. More than 60% of these positions are in the health care field and more than 40% are in Nursing. Hiring is done primarily from within the Boston SMSA. Turnover in these positions is greatest in the health care area, particularly among doctors (interns and residents) and nurses. The percentage of minorities working in professional specialty occupations in the Boston SMSA is 6.4%, with significant variability within occupational groups, including 9.3% minority physicians, 4.6% registered nurses, 9.1% librarians, 5.6% urban planners,

3% lawyers and 5.2% (combination) inhalation, speech, occupational and physical therapists.

The percentage of minorities in the workforce residing in Cambridge and working in professional specialties (outside of health and education) is 8.7%. Within health occupations, the percentage is 8.5%. No further breakdown by occupation is available for these positions. Currently 9.6% of the professionals employed by the City of Cambridge are minorities. This includes 7% registered nurses and 9.68% doctors.

Women make up 72.2% of City professionals. 49.5% of the non-health care professionals are women. 49.6% of professional positions held by members of the total Cambridge workforce are held by women.

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### Technicians

The technicians category include many health and hospital workers who must prepare for their occupations by attending technical training programs for one or more years after high school; these programs do not require the length or intensity of training of professional positions. Nearly half (46%) of the city's technical positions, including licensed practical nurses are included within this health care category. Hiring for these positions comes from within the Boston SMSA. In recent years turnover within the technical health care occupations has been high, resulting from a labor shortage, and corresponding wage pressure. Also included in this category are the first line supervisors in the Police and Fire Departments. Eligibility for these public safety positions is strictly controlled by civil service law and testing procedures.

The Boston SMSA labor market shows health care related technicians as including 10.4% minorities within the workforce (excluding dental technicians),

LPN's include 10.5% minority participation. Overall minority employment in the technician category in the Boston SMSA is 9.4%, but the breakdown by occupational type shows few of the non-health care related fields directly relevant to City employment.

Currently city minority employment in technical positions stands at 16.5%; women account for 44.6% of Technicians. 36/4% of technician position held by members of the total Cambridge workforce are held by women.

### Protective Service

This category, largely made up of Police Officers and Firefighters, also includes Parking Control Officers, Security Guards, Traffic Supervisors and a variety of inspectional functions. Virtually all hiring for these positions comes from within the City of Cambridge, (as a result of resident preference for police and fire positions), or from the civil service list where, most applicants live in or near the City. The training or preparation for most of these positions is on-the-job. Most positions require a high school diploma or equivalent (exception firefighter). Current Cambridge Utilization in this category is 17.1% for minorities. Women are 15.8% of the group.

Interest among women in protective service positions is not documented in available census data. However, interest can be measured by reviewing recent statewide civil service examination data. 2.8% of applicants taking the most recent firefighter examination were women. 10.8% of applicants taking the most recently established police officer examination were women. Overall 8.2% of applicants for these examinations were women.

### **Paraprofessional**

Paraprofessional positions include a wide variety of positions some of which require significant education and training, and some of which do not. Most of our hiring is done from within Cambridge and nearby communities. Most of these are entry level positions for which future advancement is dependent upon additional education, or promotion into unrelated lines of work. There is no available data for analyzing either the Boston SMSA or Cambridge labor markets for a variety of these jobs. Current minority participation in this category is 28.9%. Women make up 55.1% of employees in this group.

### **Administrative Support**

These include clerical positions, first line supervisors in office settings, Administrative Assistants and mid and lower level Personnel and Financial Analysts and staff. Most of these positions are filled from within Cambridge, or the immediate surrounding area. Most of the higher level positions within the categories are filled by internal promotion. The educational requirements for these positions vary but generally a high school diploma or its equivalent is desired and helpful for promotion. Boston SMSA data show 7.6% minority participation in the general category. Cambridge specific data show 16.9% minority participation in this category. The City workforce itself includes 24% minority employment in this category; women make up 87.1% of this group.

### **Skilled Craft**

These are primarily positions in the building trades, plus specialized municipal positions such as Highway Maintenance Craftsmen, and Parks Maintenance Craftsmen; Truck Drivers, Heavy Machine Operators, Water Treatment Plant Operators and vehicle repair personnel are also included. To be

hired or promoted into such positions, individuals must have specific experience (generally one or two years) actually working in the trade, or possess a required license or certification (e.g. class II driver's license or certification as a water treatment plant operator). There are few if any formal educational requirements for the positions.

Individuals are generally promoted into these positions from lesser skilled laboring jobs somewhat more than half the time; when this is not done they are generally hired from a labor service register maintained by the City, organized according to date of application, with overriding preference for veterans with service prior to 1976.

Most of our hiring is done from within the City of Cambridge or the immediate surrounding area. The Boston SMSA data show a minority participation rate of 6.4% in the skilled craft positions relevant to the City of Cambridge. The Cambridge workforce census data, although not as detailed, shows broad categories of construction trades, mechanics, repair and transport occupations show a minority participation of 10%. Current City employment data show a minority participation rate among city workers of 11.4%; there are only three women employed in this category, or 1.2%.

### Service Maintenance

This category consists largely of unskilled positions generally involving manual labor. Included in this group are Laborers, Houseworkers, Utility Food Workers, Hospital Aides, and Parking Lot Attendants. Persons are hired into these positions from the Labor Service list or in the case of hospital aides, from local non-civil service recruiting. No experience or education requirements are necessary to qualify for these jobs. These positions are our primary entry points for unskilled

workers. The current minority participation in this category is 37.3%. Women account for 41.8% of employees in this category.

## DEPARTMENTAL ANALYSIS

City government is organized into separate departments and commissions, with, generally, each department head being responsible for screening and making recommendations for hiring, promotion, etc. within that department. Minority employment is variable among departments, with some departments having significantly fewer minority employees than the minority labor force within the City (16.86%). The following is a listing of departments where current minority representation falls under 16%, showing total minority percentage, and, because some of the departments are quite small, total number of employees.

<u>DEPARTMENT</u>	<u>MINORITY PERCENTAGE</u>	<u>TOTAL EMPLOYMENT</u>
City Council	0.0	2
Law Department	9.09	11
Public Celebrations	0	2
Animal Commission	0	2
Fire	10.79	278
Traffic & Parking	15.12	86
License Commission	10.00	10
Weights & Measures	0	3
Electrical	3.70	27
Emergency Management	0	3
Public Works	15.91	264
Water Department	10.61	66
Historical Commission	0	3
Conservation Commission	0	2
Peace Commission	0	1
Cable Television	0	2
Library	15.12	86
Women's Commission	0	2
Health Department	5.26	19
<b>TOTAL CITY WORKFORCE:</b>	<b>18.7%</b>	<b>2941</b>

Although there are no departments of any substantial size where no minorities are employed, certain larger departments have clear underrepresentation problems which must be addressed. In particular, the Electrical Department, Water Department and Fire Department should undertake concentrated efforts to improve their minority representation.

Each presents special problems and challenges:

- \* **Electrical Department** - includes significant numbers of licensed electricians. All positions are subject to civil service. Turnover has been minimal in recent years (but did result in one minority hire through use of PAR 10). Intensive recruitment will be necessary for all future vacancies.
- \* **Health Department** - includes a large numbers of nurses. Credential and registration standards cannot be waived. Minority outreach for filling future vacancies is essential.
- \* **License Commission** - includes professional, investigative and support staff. Future vacancies must be subject to special recruiting.
- \* **Law Department** - includes lawyers and support staff. Specialized recruiting will be necessary to fill future vacancies.
- \* **Fire Department** - employment in the fire department is completely controlled by civil service rules. During the last decade, the City has attempted, following the discretion allowed by the case of N.A.A.C.P. v Beecher, to maintain a 25% minority hiring ratio. On-going commitment to this plan should result in an improvement in minority representation. However, progress is complicated by the statutory requirement to first consider laid off firefighters from other communities for positions before the court designated lists are used. Use of selective certifications for persons with bi-lingual skills may be a partial solution. Given the size of the department and the

constraints on hiring, it will be several years before labor market representation is achieved.

- \* **Water Department** - virtually an entirely civil service department; hiring and promotion practices there that would assist affirmative action face current labor union challenge. This is a department where there have been very few new hires in recent years as the workforce has been downsized substantially. Maximum discretion to use tools that enhance affirmative action must be maintained, in response to the labor union challenge in order to improve representation through filling future vacancies. Specialized recruitment will be necessary as well.

Monitoring efforts also are required to ensure that departments are at, or near above labor market representation levels, maintain and advance that progress.

## **DEPARTMENTAL ANALYSIS BY SEX**

### **Fire Department**

The Fire Department is 98.6% male, reflecting the fact that no women have yet met the civil service qualifications for firefighter, for Cambridge, most particularly the test of physical strength and agility. In the most recent civil service examination 2.8% of applicants taking the test were women. No information is available on how many passed the test of physical fitness and agility.

### **Police Department**

The Police Department is 77.4% male, reflecting the relatively recent, and growing interest and ability of women to qualify for civil service police positions.

### **Inspectional Services Department**

The Inspectional Services Department is 78.6% male, reflecting the building trades background of many building inspectors. Among the most recent inspectional function hires were two women.

#### **Electrical Department**

The Electrical Department is 85.9% male, reflecting the building trades (electrical) background of many of the employees. Recent female hires have been made for fire alarm operator.

#### **Traffic Department**

The Traffic Department is 61.6% male, reflecting in part the heavy nature of some of the work. Enforcement positions (Parking Control Officers) are relatively equally distributed.

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#### **Public Works Department**

The Public Works Department is 93.6% male, reflecting, in part, the heavy labor and skilled trades orientation of the work. Some progress has been made in promotion of a female in a supervisory capacity over labor crews.

#### **Water Department**

The Water Department is 95.5% male, reflecting, in part, the heavy nature of the work.

All other departments are relatively equally proportioned or have higher concentrations of female employees (e.g. Finance-68.8%; Community Development-60.1%; Rent Control-67.7%; Human Services-62.5%; Health & Hospitals-73.7%).

### **WORKFORCE ANALYSIS BY JOB CATEGORY**

The City of Cambridge workforce is approximately 75% unionized, represented by thirteen different unions. Approximately 75% of positions are

covered by state civil service, the remainder are exempt, based upon specific statutory exclusions.

A 160 page listing of all jobs classifications, by department, with wages listed from the lowest to the highest showing the total number of male and female employees, and the total numbers of employees is available in each racial group is available in the Personnel Department for review.

An analysis of that listing shows underutilization of minorities within the following categories:

- (1) The Data Processing Department (a sub-unit of the Finance Department) has no minority data processing professionals out of a total of four positions. The Print Shop (a sub-unit of the General Services Department) has no minority printers, out of a total of four positions. The Fire Department has no minority Deputy Chiefs (out of twelve), one minority Captain (out of sixteen) and one minority Lieutenant, (out of forty-seven). While 13.47% of firefighters are Black, only 1.5% are Hispanic and none are Asian.
- (2) The Police Department has no minority Captains (out of five). There are two Black Lieutenants (9.1%) and four Black Sergeants (10.5%), figures that are at or near labor force figures for Blacks. However no minority supervisors are Hispanic, and while 19.7% of police officers are Black, significantly more than the labor force, only 1% are Hispanic, and none are Asian.
- (3) In the Water Department, there are no minorities among the Water Treatment Plant Operators. One of the ten Working Foreman at the Water Department is a minority; but 3 of the 17 skilled laborers (17.6%) are minorities. There are no Asians or Hispanics at the Water Department.

- (4) Within the Community Development Department, only 1 out of 23 professional planning positions, is held by a minority (4.3%).
- (5) At the Rent Control Department one of the thirteen attorneys is a minority (7.7%).
- (6) Within the Electrical Department, one of twelve (8.3%) of the Fire Alarm Operators is a minority. None of the signal maintainers or electricians are minorities.
- (7) Within the Public Works Department, two of the thirteen Supervisors and Foremen are minorities (15.4%), both Black. While 14% of the employees are Black, only 1.9% of the employees are Hispanic, and none are Asian. There are no minorities among the ten Motor Equipment Operator III's. Six of 54 skilled laborers (11.11%) are minorities. One of 19 (5.3%) Working Foremen is a minority.
- (8) At Neville Manor, 2 of 17 (11.8%) of Licensed Practical Nurses are minorities, but there are no minorities among the 14 registered nurses and supervisors. There is only one Hispanic Hospital Aide out of 60 (1.7%) at Neville Manor, although 43 (71.7%) are Black. There is one Asian employed at Neville Manor. (.6%).
- (9) At the Library, none of the six administrative librarians is a minority. Three of 20 (15%) of the professional librarians are minorities however.
- (10) At the Department of Human Service Programs, none of the 21 life guards and water safety instructors are minorities. Day Care Teachers, two of seventeen (11.8%) are minorities, although the percentages are higher for Head Teachers and Assistant Teachers. Only 2 DHSP employees (.7%) are Asians.

- (11) At the Hospital, there are no minority Nurse Managers or Certified Nurse Practitioners and Clinical Specialists (out of 20). 17 of 181 (9.4%) of registered nurses are minorities, well above the 4.6% labor market participation rate, but only one of these is Hispanic (0.6%) and 3 are Asian (1.7%) None of the seven Licensed Practical Nurses at the Hospital is a minority. None of the 19 X-Ray workers is a minority. None of the 14 social workers is a minority. None of the 14 Chiefs of Service and Assistant Chiefs of Service (doctors) is a minority. Two of 26 psychologists and psychiatrists working for the Hospital are minorities (7.7%). None of the 22 Security Guards (Coop-Students) are minorities. None of the eight telephone operators is a minority. Only 1 of 22 skilled laborers (4.5%) is a minority.

## **X. APPENDICES**

### **A. Definitions**

**AAP:** Affirmative Action Plan.

**Accessibility:** A Barrier-free environment in which the mobility of disabled persons is not inhibited by external forces such as architectural design.

**Affirmative Action:** A demonstrated commitment to the recognition, development and utilization of the abilities of minorities, women, disabled persons and Vietnam-era veterans. It is a process to achieve the purpose of anti-discrimination laws.

**Affirmative Action Plan:** A written document outlining those steps to be taken to bring about affirmative action. The execution of the plan will assure measurable yearly improvements in hiring, training and promotions for minorities and women and develop an employment program for Vietnam-era veterans and disabled employees. It is a result-oriented program designed to achieve equal employment opportunity rather than simply a policy to assure anti-discrimination.

**Alternative Programs:** Programs administered through the Department of Personnel Administration Certification which use the Civil Service selection procedures to reach targeted protected classes.

**Applicant Flow:** The process of records of hiring, promotions and other employment actions for the purpose of monitoring. Applicant flow analysis assures that the employer's employment practices and procedures are accomplished within the guidelines of the affirmative action plan.

- Artificial Barrier:** A requirement placed on a job or on an individual's performance within the job which is neither job-related nor consistent with merit principles.
- Candidate for Employment:** An individual who has applied for and has been interviewed for a City-posted job opening.
- Complaint:** A pleading by which a legal action is commenced under Federal or State courts or administrative agencies. The complainant applies to the courts or agencies for legal redress.
- Disabled Person:** Any person who has a physical or mental impairment which physically limits one or more of such person's major life activities, has a record of such impairment, or is regarded as having such impairment.
- Equal Employment:** An employer's posture that all personnel activities will be conducted in a manner to assure equal opportunity for all. Such activity be based solely on individual merit.
- Goals:** A numerical objective, fixed realistically, based on the number of vacancies expected and the number of qualified applicants available to the job market.
- Grievance:** As used in this Plan, the filing of allegations with the Office of Affirmative Action with the purpose of addressing a harassing or discriminatory situation in an expeditious manner.
- Job-related:** Aspects of a job which are essential to the performance of the specific task.

### **MINORITY**

- Black:** All persons having origins in any of the Black racial groups of Africa

- Hispanic:** All persons of Puerto Rican, Dominican, Cuban, Mexican, Central or South America or other Spanish culture or origin, regardless of race.
- Asian:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Sub-Continent, or the Pacific Islands.
- Native American:** All persons having origins in any of the original peoples of North America excluding Mexico, and who maintain cultural identification through tribal affiliations or community recognition.
- Eskimo & Aleutian:** All persons having origin in any of the original peoples of Northern Canada, Greenland, Alaska or Eastern Siberia.
- Cape Verdean:** All persons having origin in any of the original peoples of Cape Verdean Islands who are of Black Heritage.
- Protected Groups:** Legally identified groups that are specifically protected by the statute against employment discrimination.
- Qualified Disabled Person:** A disabled person who is capable of performing essential functions of a particular job, or who would be capable of performing the essential functions of a particular job with reasonable accommodation.
- Reasonable Accommodation:** The changing of environments or schedules, or the requirement to adapt to the known physical or mental limitations of qualified disabled applicant or employee. The accommodation may include, but not be limited to, job restructuring, part-time or modified work schedules, acquisition or modification of equipment or devices, the provisions of readers or interpreters, or other similar actions.
- Timetables:** The time-frame (in years) set for attaining measurable GOALS in an affirmative action program.

**Under-utilization:** Having minorities, women, disabled persons or Vietnam-era veterans in a particular job classification less than would reasonably be expected by their availability in the workforce or recruitment area.

**Utilization Analysis:** The enumeration and examination of the presence of protected group members employed by the City.

**Vietnam-era Veteran:** A person who has served on active duty for a period of more than 180 days, any part of which occurred between February 1, 1955 and August 4, 1964, and 90 days, and part of which occurred between August 5, 1964 and June 4, 1976 and was discharged or released with other than a dishonorable discharge.

**Workforce Analysis:** A detailed listing (by specified categories) of job classifications and levels by department or other organizational unit.

**B. Inappropriate Recruiting Questions**

<u>Categories</u>	<u>Employers May Ask</u>	<u>Employers May NOT Ask</u>
Age	Are you a minor (under the age of 18)? May I have proof  Questions on age are allowed if based on a bona fide occupational qualification previously granted by the Commission or if necessary to satisfy provisions of state or federal laws; i.e., certain public safety positions presently have age limit for hiring and retiring.	When were you born? that you are 18 or over?  How old are you?

**Ancestry or  
National Origin**

**No Questions Allowed**

**What is your language  
ancestry, or national  
origin?**

**Birthplace**

**No Questions Allowed**

**Where were you born?  
Where was your husband  
or wife born? Where were  
your parents (or other  
close relatives) born?**

**Citizenship**

**Are you a citizen? Do you  
intend to become a citizen?**

**Are your parents/husband/  
wife citizens? Are you/your  
parents/husband/wife  
naturalized or native borne  
citizens? When did you/they  
become citizens?**

**Character**

**Are you honest? Are you  
trustworthy?**

**Do you belong to a church?  
Do you go to church  
regularly?**

**Criminal Records**

**Have you ever been convicted  
of a felony? Within the last  
5 years have you been con-  
victed of, or released from  
incarceration for a mis-  
demeanor which was not a  
first offense for  
drunkenness, simple  
assault, speeding, or  
minor traffic violation,  
an affray, or disturbing  
the peace?**

**Have you ever been arrested?  
Have you ever been convicted  
of a misdemeanor?**

**Dependents**

**No Questions Allowed.**

**Do you have any children?  
Do you intend to have  
children? What child care  
arrangements have you made?**

## C. Recruiting Sources

Wendy Phillips  
East Cambridge News  
41 Second Street  
Cambridge MA 02141

David Elliot  
China Town Occup. Train. Ctr.  
90 Tyler St., 3rd. Floor  
Boston MA 02111

Geneva Grant  
W. Medford Community Train Center  
69 Boston Avenue  
West Medford MA 02155

Woman's Job Re-Entry Center  
34 Follen Street  
Cambridge MA 02138

Cambridge Women's Center  
46 Pleasant Street  
Cambridge MA 02139

Boston N.O.W.  
971 Commonwealth Avenue  
Boston MA 02215

Union Baptist Church  
874 Main Street  
Cambridge MA 02139

St. Bartholomew's Church  
239 Harvard Street  
Cambridge MA 02139

Eliot Church of Roxbury  
56 Dale Street  
Roxbury MA 02119

D.E.S.  
Virginia Winslow  
371 Green Street  
Cambridge MA 02139

St. Anthony's Church  
341 Portland Street  
Cambridge MA 02141

Massachusetts Ave. Baptist Church 146  
Hampshire Street  
Cambridge MA 02139

St. Cyprians Church  
1073 Tremont Street  
Roxbury MA 02120

Antioch Temple Church  
40-44 William Street  
Cambridge MA 02139

Western Avenue Baptist Church  
299 Western Avenue  
Cambridge MA 02139

Radcliffe Career Service  
10 Garden Street  
Cambridge MA 02138

Cambridge Y.W.C.A.  
Affirmative Action Office  
7 Temple Street  
Cambridge MA 02138

Education/Industrial Union  
Resource Room  
356 Boylston Street  
Cambridge MA 02116

**Women's Technical Institute**  
1255 Boylston Street  
Boston MA 02215

**Cooper Community Center**  
Personnel Dept.  
1891 Washington Street  
Roxbury MA 02119

**Child Care Resource Center**  
552 Massachusetts Avenue  
Cambridge MA 02139

**Boston Y.W.C.A.**  
140 Clarendon Street  
Boston MA 02116

**St. Mary's Parish**  
134 Norfolk Street  
Cambridge MA 02139

**ERI Cambridge Employment Program**  
432 Columbia Street  
Cambridge MA 02141

**St. Paul's A.M.E. Church**  
37 Bishop Allen Drive  
Cambridge MA 02139

**Portuguese Baptist Church**  
114 Inman Street  
Cambridge MA 02139

**Rush A.M.E. Zion Church**  
82 School Street  
Cambridge MA 02139

**First Holiness Pentecostal**  
211 Columbia Street  
Cambridge MA 02139

**Rose Mendes**  
Cape Verdean Community House  
339 Dudley Street  
Roxbury MA 02119

**Messiah Baptist Church**  
80 Legion Parkway  
Brockton MA 02401

**Resurrection Lutheran Church**  
94 Warren Street  
Roxbury MA 02119

**Boston Masjid**  
American Muslim Mission Church  
35 Intervale Street  
Dorchester MA 02121

**Emmanuel Temple Pentecostal Church**  
471 Warren Street  
Roxbury MA 02121

**People's Church of God in Christ**  
101 Nightingale Street  
Dorchester MA 02122

**Twelfth Baptist Church**  
150 Warren Street  
Roxbury MA 02119

**Berea Seven Day Adventist**  
108 Seaver Street  
Dorchester MA 02121

**Steven J. Swanger**  
Cambridge Housing Authority  
270 Green Street  
Cambridge MA 02139

**Florence West**  
210 Columbia Street, #4

Cambridge MA 02139  
Ruth Shea  
39 Corcoran Park  
Cambridge MA 02138

John Baskis  
25 Eighth Street  
Cambridge MA 02141

Elizabeth Clark  
9 Putnam Gardens, #85  
Cambridge MA 02139

Marie Callahan  
4 Jackson Garden  
Cambridge MA 02139

Louise Porteis  
30 Churchill Avenue, #410  
Cambridge MA 02140

Gloria Johnson  
6 Fairmount Village, #1  
Cambridge MA 02139

Catherine Dougherty  
55 Essex Street, #709  
Cambridge MA 02139

James LaRocca  
86 Otis Street  
Cambridge MA 02141

Paul Siemering  
CCBA/Chinese Consldtd. Blvnt. Assoc  
90 Tyler Street  
Boston MA 02111

Roxbury Multi Service Center  
317 Blue Hill Avenue  
Roxbury MA 02121

Alice Scholfield  
8-A Woodrow Wilson Ct.#51  
Cambridge MA 02139

Boston Catholic Chinese St. James  
The Greater Church  
125 Harrison Avenue  
Boston MA 02111

Josephine Avakian  
78 Jackson Circle  
Cambridge MA 02140

Chinese American Civic Assoc.  
90 Tyler Street  
Boston MA 02111

Sandy N. Leone  
29 Lincoln Way  
Cambridge MA 02140

Elma Lewis School of Fine Arts  
300 Walnut Avenue  
Roxbury MA 02119

Alice Pedro  
14 Roosevelt Towers, #411  
Cambridge MA 02141

Employment & Training  
Boston Indian Council  
105 So. Huntington Ave.  
Jamaica Plain, MA 02130

Hispanic Office/Planning & Eval  
628 Tremont Street

Boston MA 02108

Roxbury Action Program  
10 Linwood Square  
Roxbury MA 02119

Mass. Black Legislative Caucus  
State House - Rm. 156  
Boston MA 02133

Middlesex County Emp./Train. Prog.  
14 Chapel Street  
Somerville MA 02144

Concilio Hispano De Cambridge Inc.  
16 Cherry Street  
Cambridge MA 02139

Cambridge Housing Authority  
Tenants Opportunity Program  
7 Jefferson Park Apt. #56  
Cambridge MA 02140

East End House  
105 Spring Street  
Cambridge MA 02140

Dorothy Jones  
Director of Integration  
159 Thorndike Street  
Cambridge MA 02141

Margie Jacobs  
Community Learning Center  
614 Massachusetts Avenue  
Cambridge MA 02139

Cambridge Food Co-op  
580 Massachusetts Avenue  
Cambridge MA 02139

Jane Nathanson  
Occupational Rehap, Inc.  
55 Wheeler Street  
Cambridge MA 02138

Ann LaRouche  
Department of Public Welfare  
51 Inman Street  
Cambridge MA 02139

Cambridge Haitian American Assocn.  
105 Windsor Street  
Cambridge MA 02139

Margaret Fuller House  
71 Cherry Street  
Cambridge MA 02139

WCAS Radio  
1972 Massachusetts Avenue  
Cambridge MA 02140

Washington Elms Tenant Council  
131 Washington Street  
Cambridge MA 02139

M.W. Prince Hall Grand Lodge  
F.A.M.P.O. Box 173  
Dorchester MA 02121

Cambridge Commission for Persons with  
Disabilities Human Services  
Department  
Cambridge MA 02139

Emmanuel Baptist Church  
P.O. Box 186/ 20 Hillside  
Malden MA 02148

Inter-Office  
C. Kaufman  
Human Services

Iglesia Batista Central  
459 Putnam Avenue  
Cambridge MA 02139

Bunker Hill Comm. Coll.  
Mary Provo, Career Serv  
New Rutherford Avenue  
Boston MA 02129

Inter-Office  
Denise Simons  
Civic Unity  
Human Service Department

Cambridge Access / Model Jobs Inc.  
Ms. S.A. Goldsmith, Dir.  
6 Pearl Street  
Cambridge MA 02139

Framingham State College  
506 College Center  
100 State Street  
Framingham MA 01701

Boston Business School  
989 Commonwealth Avenue  
Boston MA 02215

Connie DeLeon  
Riverside Clinic  
5 Callendar Street  
Cambridge MA 02139

Leading Edge Training Center  
Attn: Janet Bleckley  
179 South Street  
Boston MA 02111

Career Resource Library  
The King Center Boston Univ.  
19 Deerfield Street  
Boston, Ma 02215

Department of Sociology  
% Pat Golden  
Northeastern University  
500 Holmes  
Boston, MA 02215

Counseling & Placement Services  
% Holly Guran  
625 Huntington Avenue  
Boston, MA 02215

Division of Employment Security  
Cardinal Cushing Center  
1375 Washington Street  
Roxbury, MA 02119

Saint John Missionary  
Baptist Church  
230 Warren Street  
Roxbury, MA 02119

Mass Rehabilitation Commission,  
Cambridge  
2464 Massachusetts Avenue  
Cambridge, Ma 02140  
Attn: Joanne Baldassari

Abner Torres  
Employment La Sociedad Latina, Inc.  
1481 Tremont Street  
Roxbury, Ma 02120

Boston N.A.A.C.P.  
451 Massachusetts Avenue  
Roxbury, MA 02120

Ebenezer Baptist Church  
157 W. Springfield Street  
Boston, MA 02118

Cambridge Community Center  
5 Callender Street  
Cambridge, MA 02139

76 Union Park  
Boston, MA 02118

The 55+ Employment Program  
Somerville-Cambridge Elder Services  
One Davis Square  
Somerville, MA 02144

Cambridge Y.W.C.A.  
820 Massachusetts Avenue  
Cambridge, MA 02139

Metropolitan Baptist Church  
393 Norfolk Street  
Dorchester, MA 02124

Job Opportunities For the Blind  
Robert Silver  
102 Almount Road  
Fitchburg, MA 02140

New Hope Baptist Church  
740 Tremont Street  
Boston, MA 02118

Director Employment Resources  
% Charles A. Small  
ULM-236 Huntington Avenue  
Boston, MA 02115

C.E.O.C., Inc.  
11 Inman Street  
Cambridge, MA 02139

D.E.S. Jobs Matching  
806 Massachusetts Avenue  
Cambridge, Ma 02139

Grant A.M.E. Church  
1906 Washington Street  
Roxbury, Ma 02119

Jewish Vocational Service  
% Ellen Giurleo  
31 New Chardon Street  
Boston, MA 02114

Christ Temple Church of Personal  
Experience  
2830 Kenilworth Street  
Roxbury, MA 02119

Shiloh Baptist Church  
Hilton Street - Off Rt. 60  
W. Medford, MA 02149

Christ Tabernacle Church  
403 Norfolk Street  
Dorchester, MA 02124

Zion Baptist  
21 Cottage Street  
Everett, MA 02149

Faithful Church of Christ  
235 Woodrow Avenue  
dorchester, Ma 02124

St. Frances De Sales  
175 Ruggles Street  
Roxbury, MA 02120

Cardinal Cushing Spanish Ctr.

Just-A-Start  
P.O. Box 305/432

**Columbia St., Unit 12  
Cambridge, MA 02141  
Molly Boldwin/Mike Williams**

**Bunilda Marquez Spanish Alliance  
409 Dudley Street  
Roxbury, MA 02119**

**C.O.P.A. Inc.  
1046 Cambridge Street  
Cambridge, MA 02139**

**R.C.C.C.  
217 Western Avenue  
Cambridge, MA 02139**

**Boston College  
Director A.A., Dr. Barbara Marshall  
More Hall, Rm 315  
Chestnut Hill, MA 02167**

**Boston Housing Authority  
Ms. Paulette Spriggs-Durette, Dir. EEO  
52 Chauncy Street  
Boston, MA 02111**

## **D. Definitions**

### **1. Sexual Harassment**

Conduct which constitutes sexual harassment includes unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of sexual nature when:

- a. submission to such conduct is made either explicitly or implicitly a term or condition of individual's employment;
- b. submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- c. such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

### **2. Racial Harassment**

Words, actions or other verbal, written or physical conduct which are offensive because of their racial connotation, prejudice, stereo typing or bigotry attitudes racial harassment when such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

### **3. Other Harassment**

Harassment on the basis of an individual's age, color, religion, national origin, sex, sexual orientation, disability or Vietnam Era Veteran's status is a violation of the city's Affirmative Action plan and work rules. Conduct which ridicules, scorns, mocks, intimidates, threatens or coerces any individuals due to such status or which has the effect of unreasonably interfering with the work performance or creating an offensive environment will be considered such harassment.

### **4. Notice**

- a. Supervisory personnel are responsible for ensuring that conduct between fellow employees is not harassment. Supervisory personnel will be held responsible for conduct which is known or should have been known to have created or could create racial, sexual or other harassment whether perpetrated by an employee or a third party (regardless of control), unless immediate and appropriate corrective action has been taken.

- b. Supervisory personnel must take all steps necessary to prevent racial, sexual, or other harassment from occurring. Such steps include trouble-shooting within the department, expressing strong disapproval for harassment and developing appropriate corrective action.

5. Procedure

- a. Employees may either notify the immediate supervisor, department head or the Office of Affirmative Action of any incident which creates the basis for racial, sexual or other harassment.
- b. When supervisory personnel are notified of incidents which create or would tend to create racial, sexual or other harassment, it is their responsibility to notify the Affirmative Action Director.
- c. Employment opportunities or benefits may not be denied to an employee in retaliation for submitting or participating in the resolution of a grievance. All retaliation will be dealt with as a new offense.
- d. The Grievance Procedures of the AAP will be used as the problem solving procedure.

6. Investigations

- a. Harassment grievances will be handled expeditiously.
- b. All inquiries of harassment will be kept confidential by the Affirmative Action Director.
- c. Data gathering and written statements shall be handled by the Affirmative Action Director.
- d. After receiving a harassment grievance, the Affirmative Action Director or designee shall contact the Department Head. Thereafter, an interview will be held in order to resolve the matter expeditiously.
- e. Within ten (10) days after receiving the grievance, the claimant, the Department Head, and if necessary, the City Manager will be notified of the determination made by the Affirmative Action Director.

7. Remedies

- a. Appropriate remedies, using progressive disciplinary

procedures, will be used against the harasser and/or appropriate supervisory personnel.

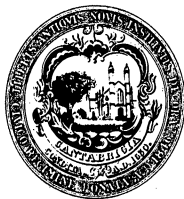
- b. Disciplinary action will be applied on a case by case basis.
- c. This policy will not infringe upon rights guaranteed in collective bargaining agreements, city ordinance or law, or the constitution, laws or regulations of the Commonwealth of Massachusetts, or of the Government of the United States.

**8. Filing of Discrimination Complaints**

- a. The filing of a harassment grievance with the City of Cambridge pursuant to the Affirmative Action Plan-Harassment Policy is not the same as filing a discrimination complaint.
- b. Through the grievance process the Office of Affirmative Action does not attempt to make findings or conclusions of law. Instead, the grievance procedure attempts only to mediate problems in an expeditious manner.
- c. The filing of a discrimination complaint may be made through State or Federal Agencies empowered to enforce anti-discrimination laws or with State or Federal Courts.

**E. Forms (Samples)**

**1. EEO Applicant Log**



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1991 MAY 16 PM 4:52

CAMBRIDGE MA.

# OFFICE OF THE MAYOR

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

(617) 349-4321

Fax (617) 349-4287

Alice K. Wolf  
*Mayor*

May 16, 1991

Mr. Joseph Connarton  
City Clerk  
City Hall

Dear Mr. Connarton:

Pursuant to the April 23rd meeting of the Civil and Human Rights Committee of the City Council, and pursuant to the vote of the Committee to forward the proposed final draft Affirmative Action Plan of the City of Cambridge to the City Council, as noted in the Committee minutes, I have attached a copy of the Affirmative Action Plan and supplemental agendas for your offices.

Copies of the final draft of the Affirmative Action Plan have been distributed to City Councillors following completion of said draft on May 13, 1991 and agendas were distributed on May 13, 1991 and May 16, 1991.

If you have any further questions please do not hesitate to contact me. It was a pleasure obtaining the attached information.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Sean C. Denniston".

Sean C. Denniston  
Administrative Assistant  
to the Mayor

COMMUNICATIONS AND REPORTS FROM CITY  
OFFICERS

Communication received from Mayor Alice  
K. Wolf, Chair of the Human Rights  
Committee transmitting the proposed final  
Affirmative Action Plan of the City of  
Cambridge.

In City Council,

May 20, 1991

*Referred to the  
hearing*