



CIVIC UNITY COMMITTEE

COMMITTEE MEETING

~ MINUTES ~

Thursday, April 14, 2022

5:30 PM

Sullivan Chamber
795 Massachusetts Avenue
Cambridge, MA 02139

The Civic Unity Committee will hold a public hearing to discuss the Diversity, Equity and Inclusion Report by Working IDEAL.

Attendee Name	Present	Absent	Late	Arrived
E. Denise Simmons	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Dennis J. Carlone	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Alanna Mallon	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Paul F. Toner	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Quinton Zondervan	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

A public meeting of the Cambridge City Council’s Civic Unity Committee was held on April 14, 2022. The meeting was Called to Order at 5:30 p.m. by the Chair, Councillor Simmons. Pursuant to Chapter 20 of the Acts of 2022 adopted by the Massachusetts General Assembly and approved by the Governor, the public meeting was hybrid, allowing participation in person, in the Sullivan Chamber, 2nd Floor, City Hall, 795 Massachusetts Avenue, Cambridge, MA and by remote participation via Zoom.

Deputy City Clerk Crane called the roll.

- Councillor Simmons – Present/Remote
- Councillor Carlone – Present/Remote
- Vice Mayor Mallon – Present/Remote
- Councillor Toner - Absent
- Councillor Zondervan – Absent

Present-3. Absent 2. Quorum established.

Councillor Simmons noted that the focus of the meeting is to discuss the Diversity, Equity, and Inclusion Report by Working Ideal, which was commissioned by the City in 2019. She stated that it is the City’s goal, through the assessment report and workplan, to identify and implement innovative ideas on recruiting, hiring, developing and promoting a diverse workforce that mirrors the people who live and do business in the City of Cambridge.

Councillor Simmons noted that Councillor Toner has joined the meeting remotely.

Eva Martin Blythe, Executive Director, YWCA, made opening remarks around the work that the City of Cambridge is undertaking relative to diversity, equity, and inclusion.

Louis DePasquale, City Manager, took the opportunity to thank Ms. Blythe for all the work she has done on this topic. He stated that the City has a number of ongoing efforts for diversity, equity, and inclusion.

Betsy Allen, Director of Equity and Inclusion, City of Cambridge, provided the committee with a status update on the workforce plan for diversity, equity, and inclusion.

Minutes Acceptance: Minutes of Apr 14, 2022 5:30 PM (Committee Reports)

Councillor Simmons noted that Councillor Zondervan has joined the meeting remotely.

Ms. Allen made a presentation titled “Diversity, Equity and Inclusion: A Workforce Plan for Recruitment, Hiring and Promotion (RHP) Project.” A copy of the presentation is attached as ATTACHMENT A. Lee Gianetti, Director of Communications and Community Relations, along Ms. Sheila Keady-Rawson, Director of Personnel, and Deidre Brown, Personnel Department, also summarized portions of this presentation.

Vice Mayor Mallon made a motion to Close Public Comment as there were no speakers signed up.

Deputy City Clerk Crane called the roll.

Councillor Simmons – Yes

Councillor Carlone – Yes

Vice Mayor Mallon – Yes

Councillor Toner – Yes

Councillor Zondervan – Yes

Yes-5, No – 0. Motion to Close Public Comment passed.

Councillor Simmons then acknowledged Councillor Carlone, Vice Mayor Mallon, Councillor Toner, and Councillor Zondervan for questions/comments.

The following individuals were also present to address questions and comments from Councillors: Nancy Glowa, City Solicitor.

Councillor Simmons thanked all those present for their attendance.

A motion to adjourn was made by Councillor Carlone.

Councillor Simmons – Yes

Councillor Carlone – Yes

Vice Mayor Mallon – Yes

Councillor Toner – Yes

Councillor Zondervan – Yes

Yes-5, No – 0. Motion to adjourn passed at 7:28 p.m.

Attachment A: Presentation titled “Diversity, Equity and Inclusion: A Workforce Plan for Recruitment, Hiring and Promotion (RHP) Project.”

Clerk’s Note: The City of Cambridge/22 City View records every City Council meeting and every City Council Committee meeting. This is a permanent record.

The video for this meeting can be viewed at:

https://cambridgema.granicus.com/player/clip/301?view_id=1&redirect=true

All meetings are “closed captioned”. After each meeting the “closed captioned transcripts” are available online at: <https://app.box.com/s/9qormcahynjt4pzpt1n5opixog13q7k5>

Please note that there is no editing of these “closed captioned transcripts” and they do not constitute a verbatim transcript prepared by a certified transcriber.

A communication was received from Louie D. DePasquale, City Manager, transmitting a presentation for the Civic Unity Committee meeting on April 14, 2022.

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City of Cambridge

(ID # 16103)
IN CITY COUNCIL
April 14, 2022

Minutes Acceptance: Minutes of Apr 14, 2022 5:30 PM (Committee Reports)

DIVERSITY, EQUITY AND INCLUSION:

A Workforce Plan for

Recruitment, Hiring and Promotion (RHP) Project



Minutes Acceptance: Minutes of Apr 14, 2022 5:30 PM (Committee Reports)



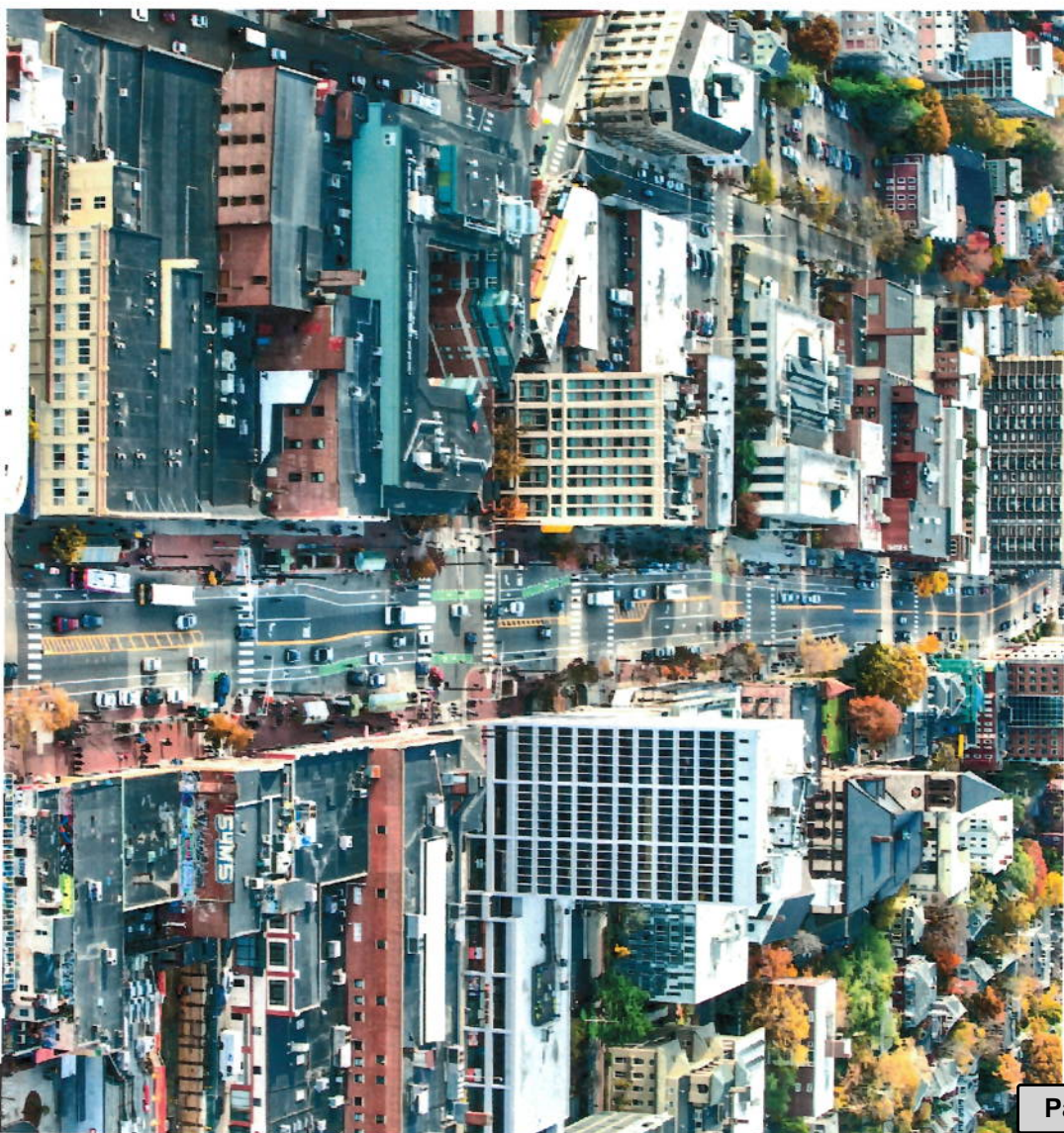
Civic Unity
Committee
Meeting

April 14,
2022



OFFICE OF
**EQUITY &
INCLUSION**

- Introduction and Background
- RHP Trend Analysis Report:
 - Overview of Findings
 - Recommendations
- RHP Work Plan For Implementation
 - Groundwork
 - Year One Goals
 - Milestones & Deliverables
 - Year Two and Year Three Goals
- Coordinated Approach & Resources
 - Coaching, Training and Tools



Recruitment, Hiring and Promotion Project Goals



1

Identify and implement innovative recruitment, hiring, development, and promotion strategies for a diverse workforce

2

Increase diversity, equity, inclusion, and promote antiracism in the City's workforce and greater community

3

Opportunity for the City to show leadership and take a proactive stance



The City has made a clear commitment to support DEI goals and principles and this project is the next phase of this work.

There is untapped potential to increase diversity in the City's current workforce.

There is untapped potential to increase diversity in the Cambridge community.

There is untapped potential to increase diversity compared with benchmark cities.

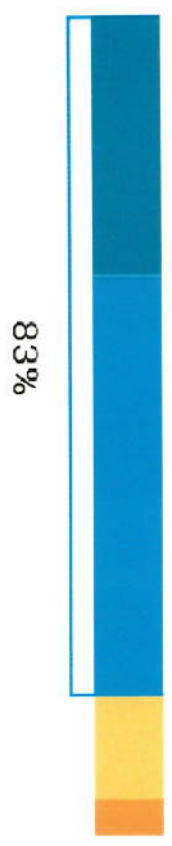
Existing trends are positive for diversity, but much more work remains to be done.



Full-time City employees report high levels of job and career satisfaction and rate culture positively.

Current Position Satisfaction for Full-Time Respondents

- Very Satisfied
- Satisfied
- Unsatisfied
- Very Unsatisfied



Current Position Satisfaction for Part-Time Respondents

- Very Satisfied
- Satisfied
- Unsatisfied
- Very Unsatisfied

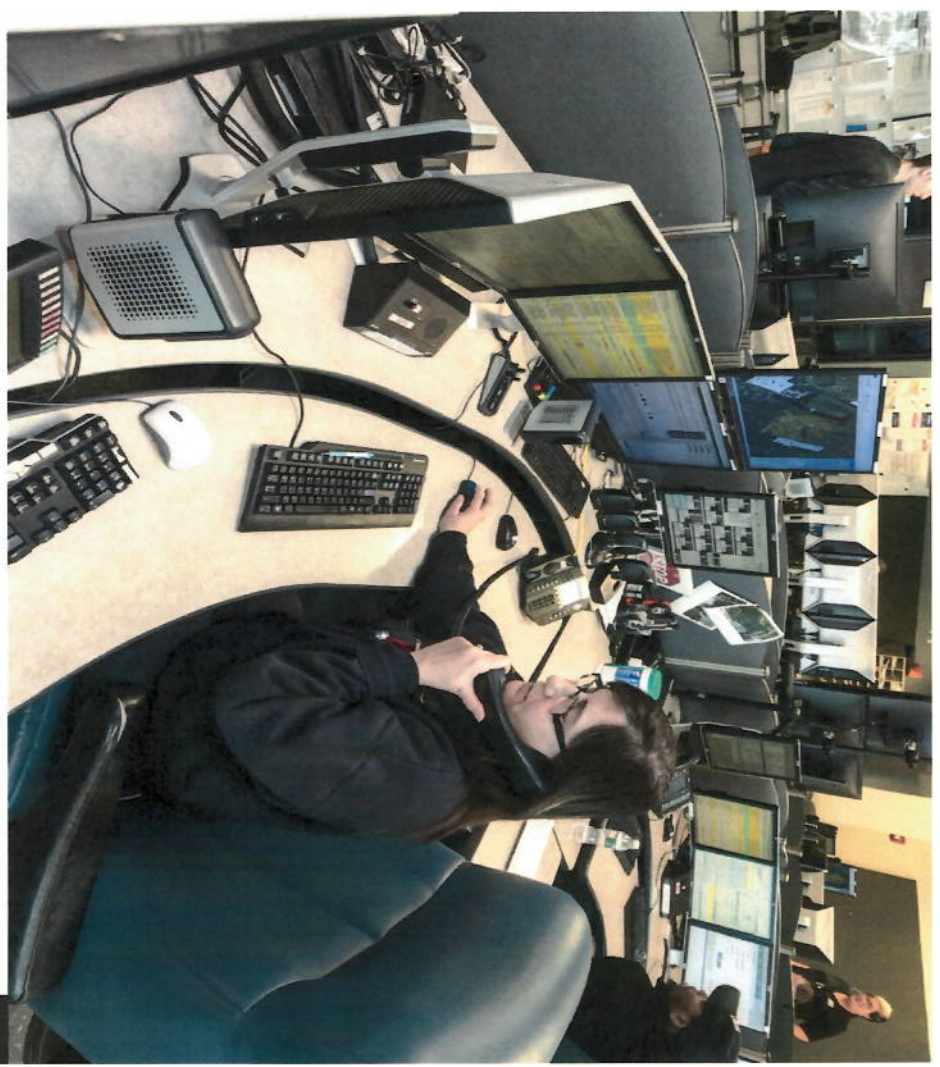
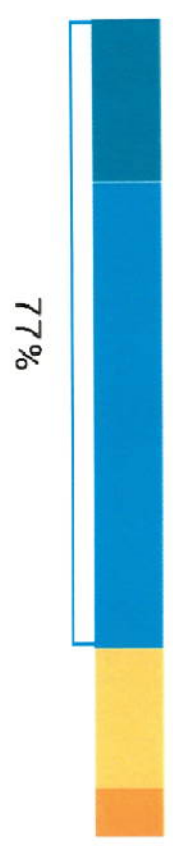
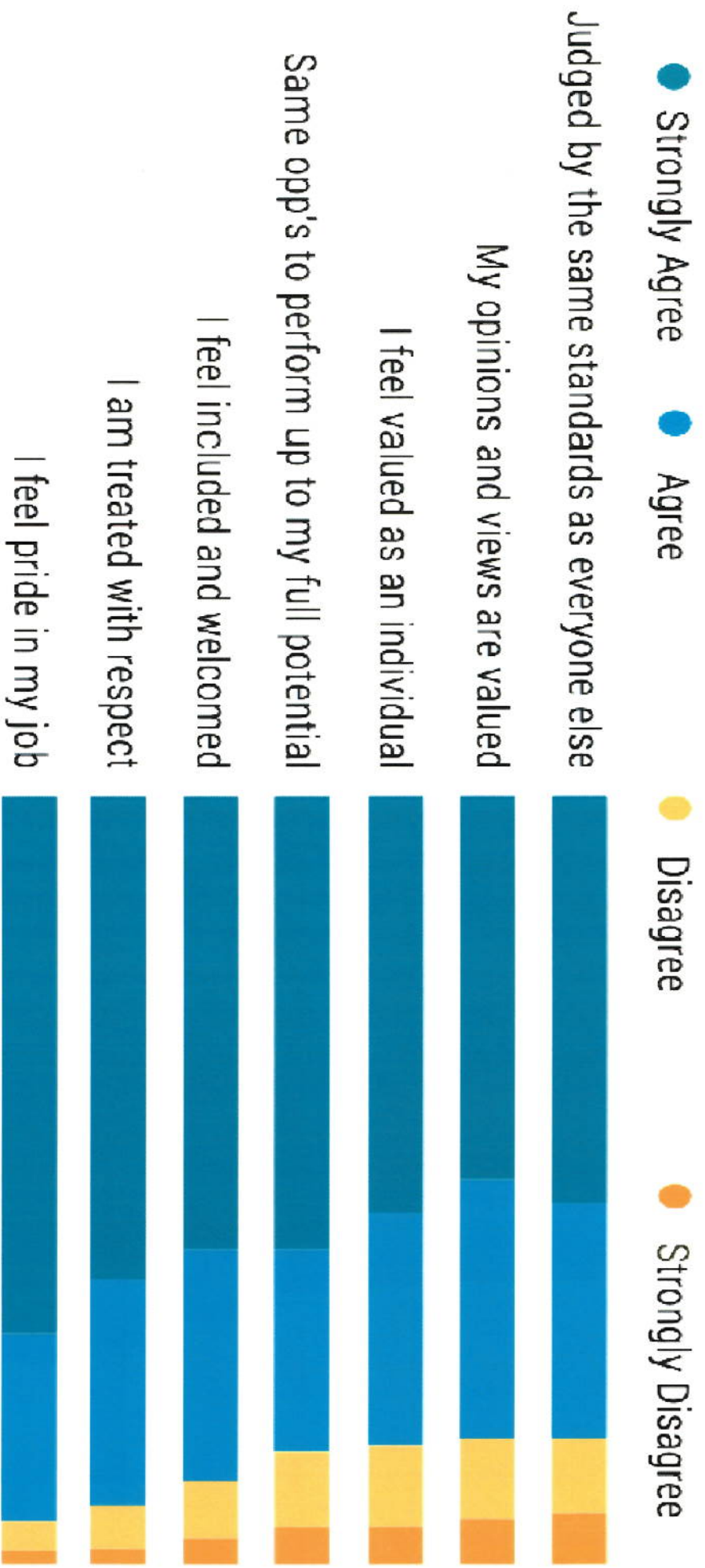
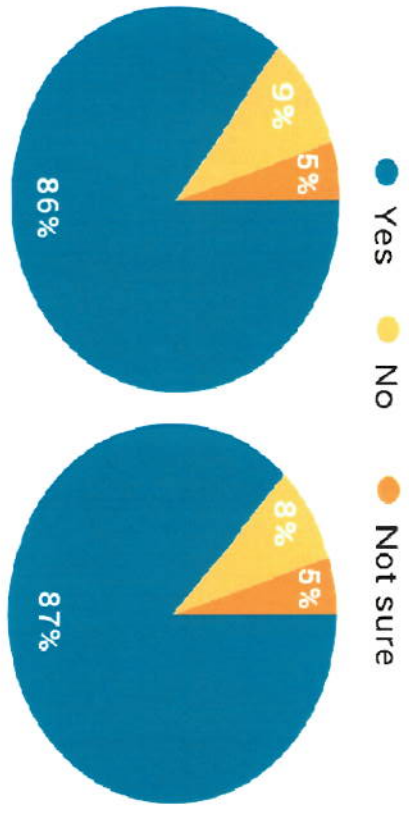


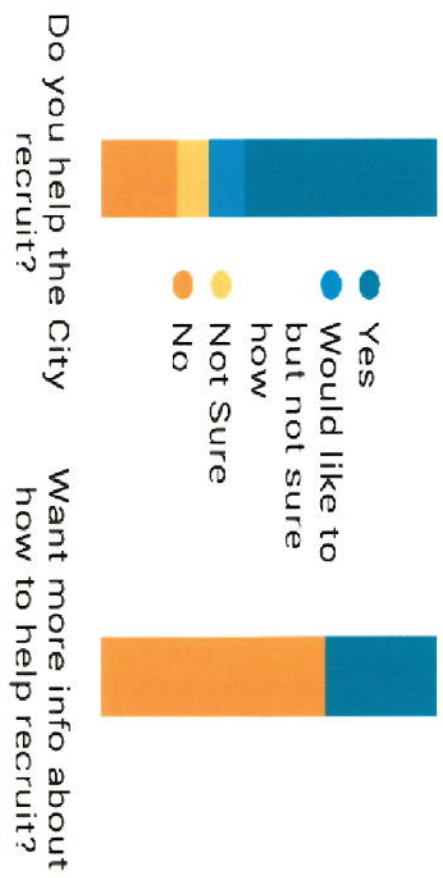
Figure 32. Culture Assessment for Full-Time Respondents



Is advocating for DEI a part of your job as a manager? **Should advocating for DEI be a part of your job as a manager?**



57% of FT Respondents help the City Recruit... **...of those who help, 34% would like more info on how to help**



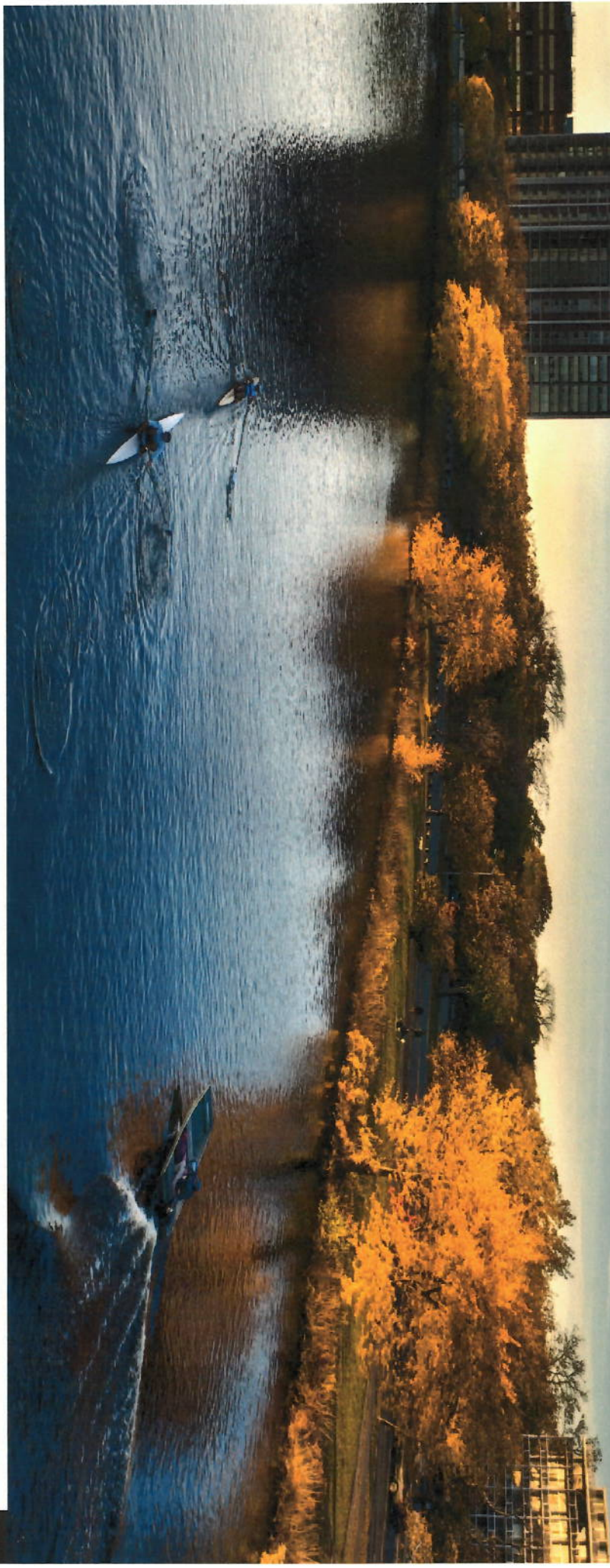
City managers are strongly committed to DEI

Full-time City employees overall are likely to recommend the City of Cambridge as a place to work.

Cambridge already utilizes some key best practices related to recruitment, hiring and promotion.

There are a limited number of hiring and promotion opportunities available in light of overall workforce stability.

RECOMMENDATIONS



RECOMMENDATIONS

1. Leverage existing internal resources and a DEI lens to build stronger and more standardized recruitment, hiring and promotion policies.
2. Attract and cultivate a more representative workforce through fair and effective selection criteria and procedures.
3. Expand the city's ability to promote opportunities and connect with a broader pool of talent
4. Reimagine opportunities for advancement and development.

RECOMMENDATIONS

5. Use metrics and reporting on recruitment, hiring and promotion to support implementation of these recommendations and ensure ongoing accountability through greater transparency
6. Expand the commitment to DEI across city roles and responsibilities
7. Strengthen City infrastructure that supports recruitment, hiring and promotion to better implement these recommendations for the written DEI workplan
8. Engage City and department leadership in a plan to implement these recommendations

RHP WORK PLAN FOR IMPLEMENTATION



Minutes Acceptance: Minutes of Apr 14, 2022 5:30 PM (Committee Reports)

YEAR ONE GOALS During FY22

Begin annual reporting on progress under this plan.

Key Departments begin to identify options for career ladders and developmental opportunities.

Train managers and leadership on applying a DEI lens to recruitment, hiring and promotion, and incorporate this work into the City's newly developed and citywide Comprehensive Learning Plan;

Strengthen the community of leaders who can develop shared practices and mutual support, building on the existing CAEII Leadership Development Program.

Begin to review and update job requirements as new vacancies arise in management and administrative positions not covered by existing bargaining or Civil Service requirements.

Make any needed adjustments to the timeline and actions for year two framework (FY 2023).

YEAR TWO GOALS During FY23

Continue yearly reporting on progress and incorporate metrics.

Expand pipeline programs and create new tools for recruitment.

Expand review and update of job descriptions and requirements for management and administrative positions.

Implement additional recommended staffing, unless the timeline needs to be extended or adjusted based on the financial position of the City and any further financial impacts from the Covid-19 Pandemic.

Further develop guidance to accommodate diverse slate requirements and increased accessibility of hiring process.

Make any needed adjustments to the timeline and milestones for year three framework (FY 2024).

Strengthen tools and training for mentoring and feedback.

YEAR THREE GOALS During FY 24

Execute longer-term initiatives to strengthen the recruitment pipeline and leverage technology.

Begin work on recommendations that involve more complexity or otherwise require further study or groundwork.

Expand implementation of policy changes to cover a broader set of positions in the City.



Strategic

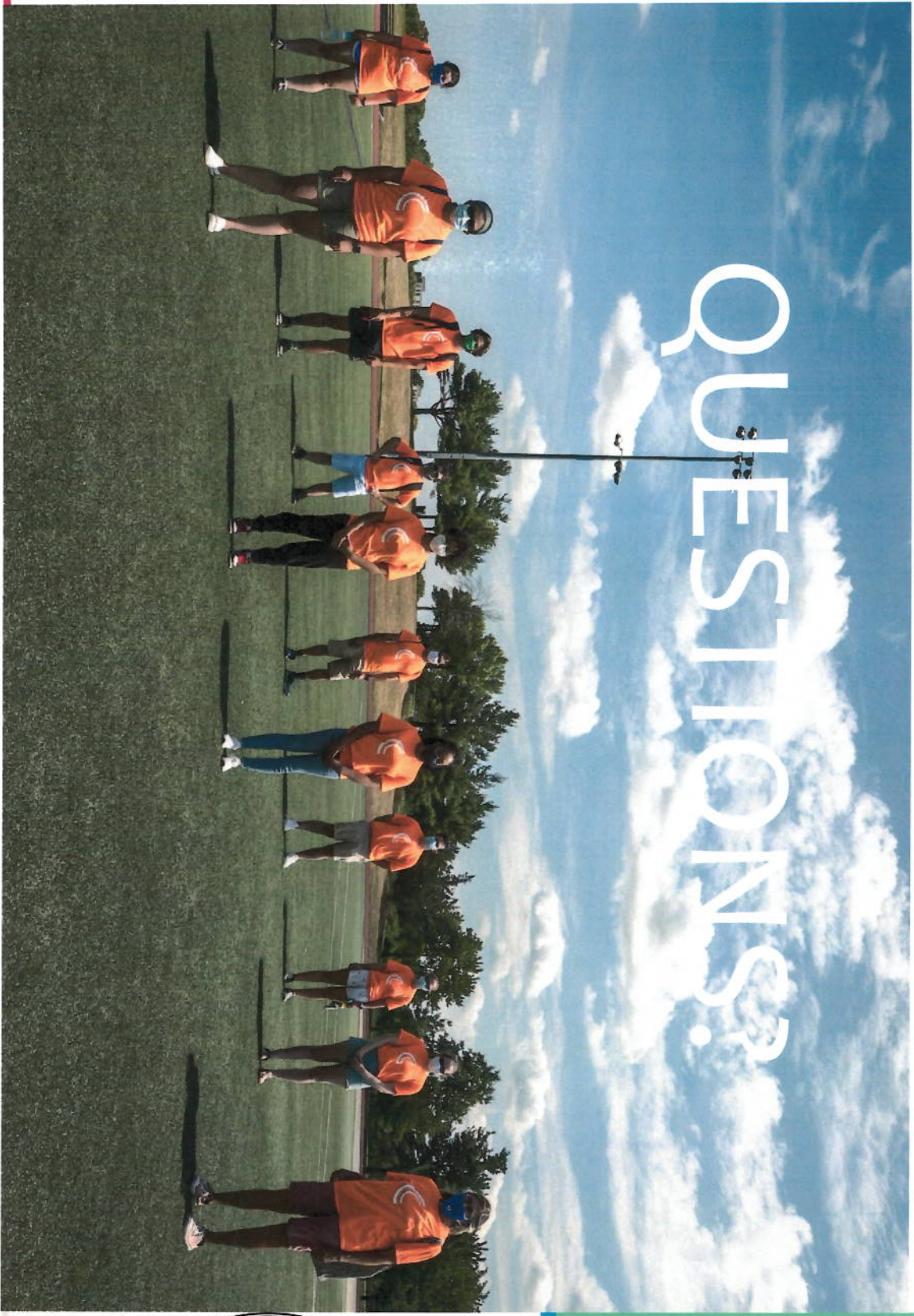
Directions

Staff Learning and Development

- Leadership Development**
- CAEII Cohorts
 - CAEII Communities of Practice

- Policies and Practices**
- Recruitment, Hiring, and Promotions Project Implementation

QUESTIONS?



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