



**CITY OF
CAMBRIDGE**

Human Resources Update



Raecia Catchings
Chief People Officer

October 21, 2024

We are excited to share some updates from Human Resources today

- HR Roadmap Update
- Employee Engagement Survey
- Classification and Compensation Study
- Non-Union Performance Reviews



- **HR Roadmap Update**

- Employee Engagement Survey

- Classification and Compensation Study

- Non-Union Performance Reviews



Since our last update, we've identified three initiatives that we aim to complete by the end of next year:

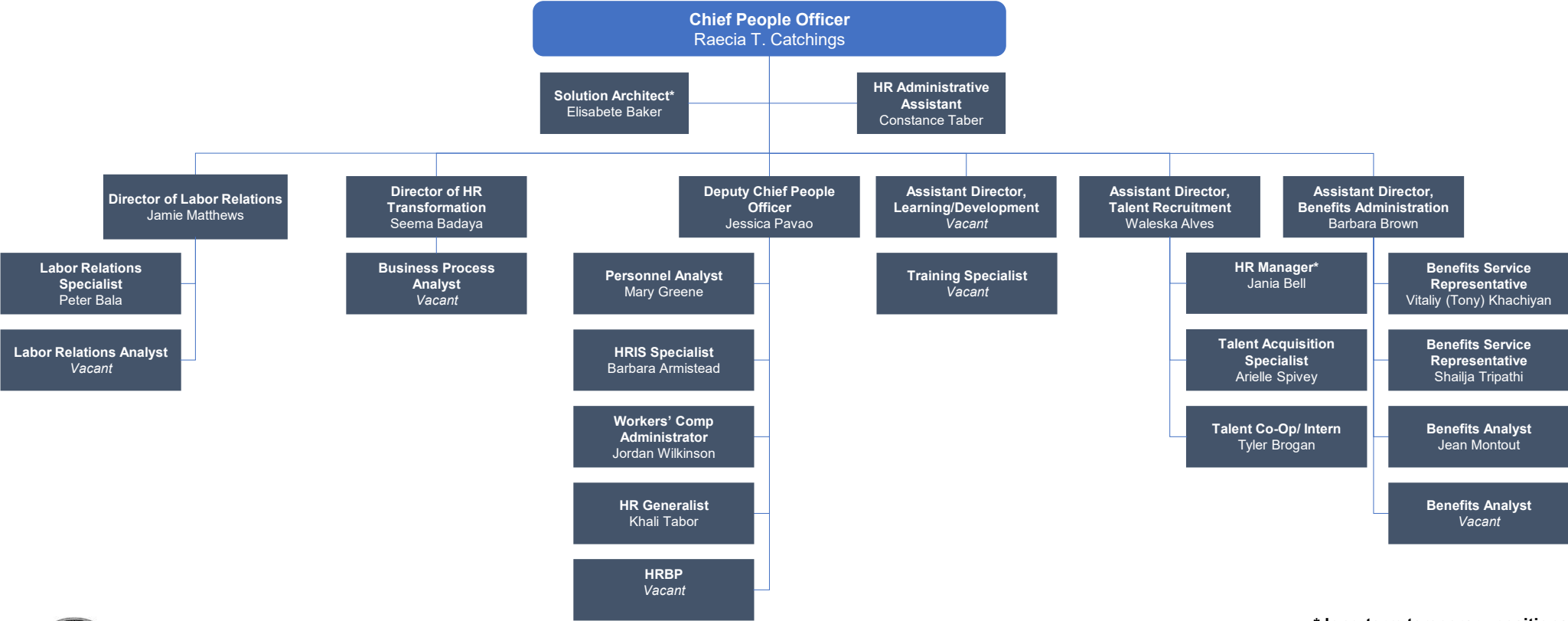
- 1 Benefits Administration**
 - Work with a benefits consultant/broker
 - Implement electronic benefits administration
- 2 Talent Attraction & Retention**
 - Elevate the City's brand and employer value proposition
 - Provide more centralized support in the hiring process
 - Enhance the employee onboarding process
- 3 Learning and Development**
 - **Launch non-union performance reviews**
 - Develop and launch a Learning Management System (LMS)
- 4 Labor and Employee Relations**
 - **Launch an employee satisfaction survey**
 - Refine case management process
- 5 HR Administration and Policy**
 - **Complete the Classification and Compensation Study**
 - Audit existing HR policies
- 6 HR Transformation and ERP**
 - Implement back-end systems improvements (i.e., PeopleSoft)
 - Configure front-end modules for HR-related business

Complete by 2026

This is neither comprehensive nor captures all the daily work in each area that ensures normal HR operations



... And we've continued to fill out our organizational chart with the people needed to execute on these initiatives



* long-term temporary positions



-
- HR Roadmap Update
 - **Employee Engagement Survey**
 - Classification and Compensation Study
 - Non-Union Performance Reviews



We have launched an employee engagement survey this fall to assess our baseline workplace climate

1 What is the employee engagement survey?

- Asks about the employee experience and workplace environment
- Most questions can be benchmarked
- No more than 15-25 minutes to complete

2 Who should take the engagement survey?

- All permanent full-and part-time employees

3 How will the survey be used?

- Establish a baseline understanding
- Compare to other municipalities
- Helps us understand where to intensify our efforts
- Include in the City Manager's performance review

4 How will the survey protect anonymity?

- In no case be reported in a way that a person's identity will be known:
- All data will be aggregated
 - Any groupings where the response rate is less than 10 will be rolled up



**CITY OF
CAMBRIDGE**

Earlier this month, all permanent staff received either an email, a postcard, or both with a link to complete the employee survey

Participation (as of 10/16)

2,487




Colleagues received the survey

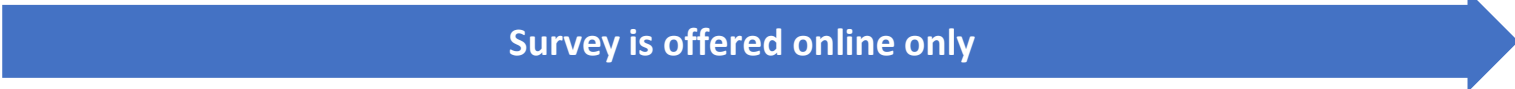
29%

Participation rate




The survey is offered online only, which employees can access in two ways:

Postcard:

- 1) Receive postcard at your home 
- 2) Scan QR code or type URL 
- 3) Complete survey (15-25 minutes) 

Survey is offered online only 

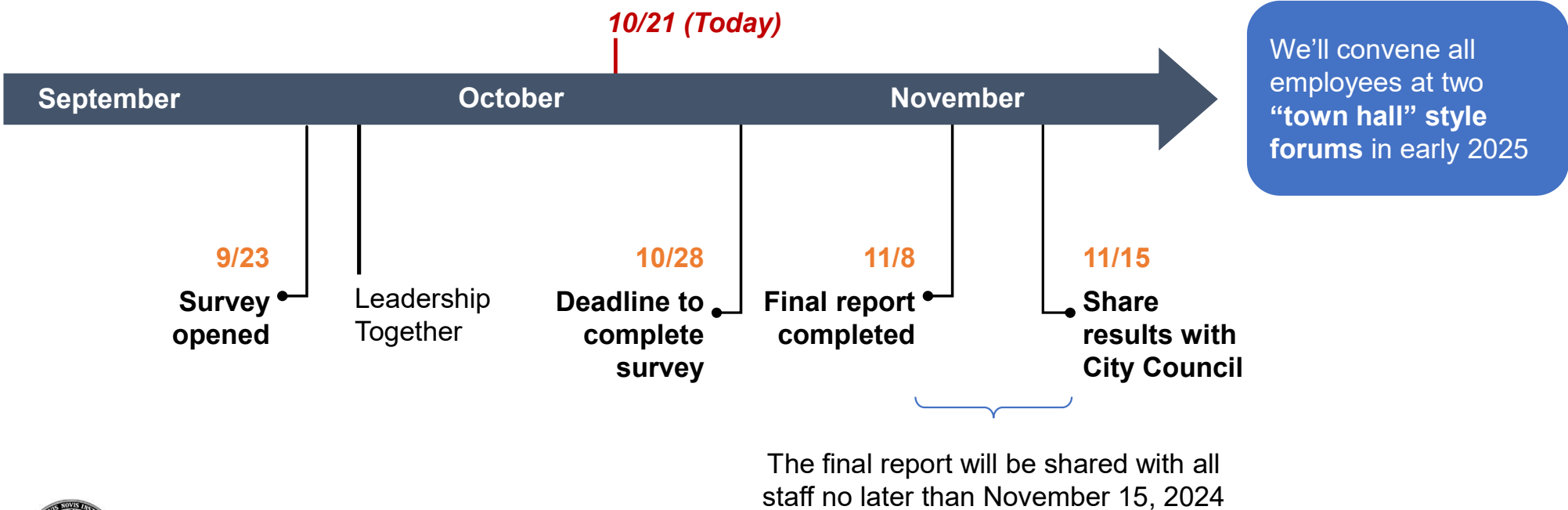
E-mail:

- 1) Receive an email 
- 2) Find e-mail and click the link 
- 3) Complete survey (15-25 minutes) 

We've also been working with departments to make the survey available at worksites where there may be colleagues without computers or email



Staff have until October 28 to complete the survey, and the final report will be available by November 15, even if it takes some more time to digest the results



-
- HR Roadmap Update
 - Employee Engagement Survey
 - **Classification and Compensation Study**
 - Non-Union Performance Reviews



Update: Non-Union Classification and Compensation Study (1/3)

Project Goals



Internal equity: identify and mitigate pay equity disparities

- Ensure salaries are commensurate with the responsibilities assigned
- Establish justifiable pay differentials between individual roles



Market competitiveness: attract and retain highly qualified employees

- Maintain competitive standing with similar employers in comparable geographic areas or those with similar costs of living
- Facilitate recognizable compensation growth over time.



Work Overview

1 Job title and classification evaluation

- Review all job descriptions and titles
- Provide recommendations for more consistent job titling

2 Compensation benchmarking

- Compare pay rates to overall labor market, including both public and private sector
- Assess pay equity for employees performing similar work, including disparities across race, ethnicity, and gender

3 Pay structure and policy assessment

- Provide recommendations for the optimal pay structure based on benchmarking and internal hierarchies
- Advise on other compensation strategies, such as performance and longevity pay



**CITY OF
CAMBRIDGE**

**Only non-union employees are in-scope:
685 total job codes**

Update: Non-Union Classification and Compensation Study (2/3)

Progress Updates

- Released an RFQ in July and have awarded a contract
- Hired a project manager to start on 11/4
- Pending a November start we are on track to complete the study next year and **start implementation in FY26**



Update: Non-Union Classification and Compensation Study (3/3)



- Completed nearly a thousand classification and compensation studies for public entity clients in the last 10 years
- Has extensive benchmarking experience and a national database
- Has a strategic alliance with the Public Sector Human Resources Association (PSHRA)



-
- HR Roadmap Update
 - Employee Engagement Survey
 - Classification and Compensation Study
 - **Non-Union Performance Reviews**



With performance reviews, the City will ensure that non-union staff are having conversations about expectations and performance with their supervisors

Purpose: performance reviews will initiate dialogue between employees and their managers about expectations, performance, and professional development

Anticipated outcomes:

- Opportunities to recognize and celebrate employees' success and accomplishments
- Clear performance expectations in each employee/manager relationship
- Pathways for advancement through more intentional professional development
- Documentation and rationale for succession plans



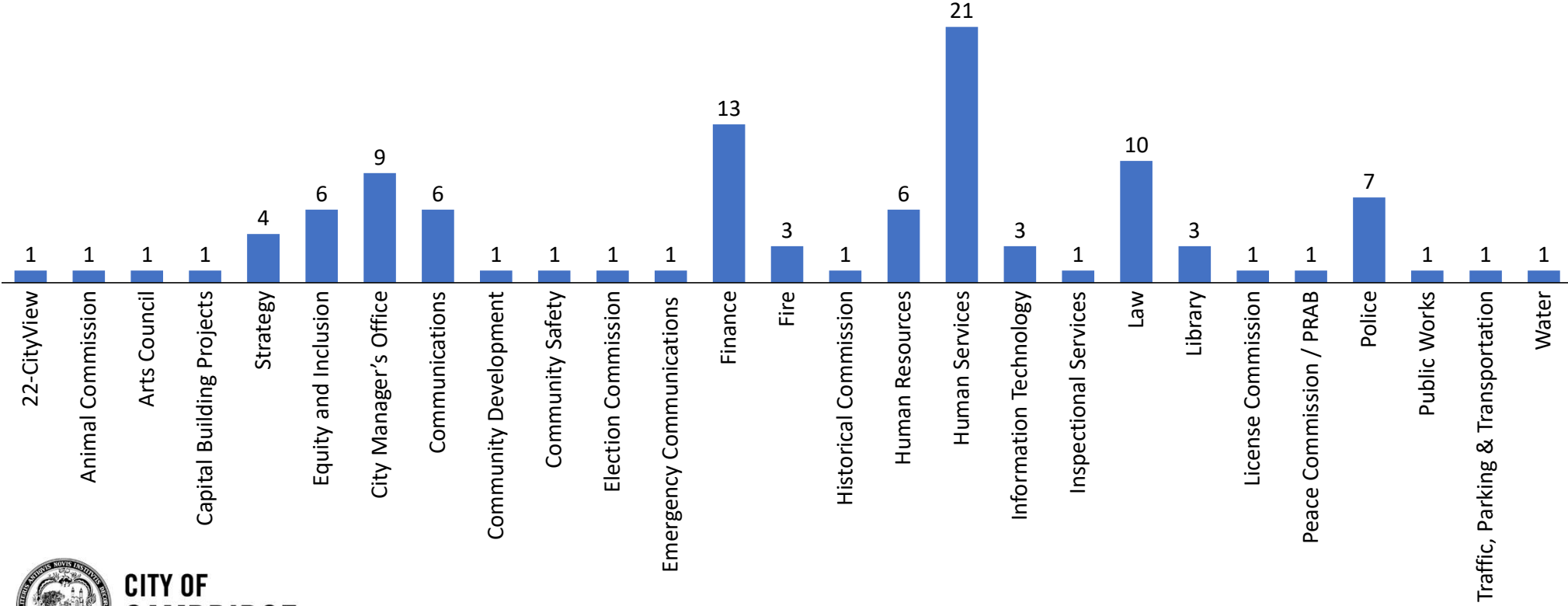
Appreciating that some departments have developed “homegrown” processes, we are focused supporting departments with no existing review process

HR-supported, central review process

Department category	Examples (not exhaustive)	Count
A No review process currently exists	Office of Equity and Inclusion Inspectional Services	26
B Some non-union, not all, already receive a review	Human Services	1
C All non-union already receive a review	Public Works Community Development	7

Working with these departments, we identified 106 colleagues that will get a review this year through HR’s central process

Staff receiving a performance review this year, by department



The self-evaluation and performance evaluation forms are similar, asking the employee and supervisor to reflect on the same five questions

The employee will answer these questions...

Theme

... And the supervisor will, too:

- How would you describe your overall performance over the past year?
- What do you consider your most important achievements from the past year?

Recent performance

- How would you describe the employee's overall performance over the past year?
- What do you consider the employee's most important achievements from the past year?

- Describe at least 2-3 of your strengths.

Strengths

- Describe 2-3 of the employee's strengths.

- Using the competencies as inspiration, what are the skills you would like to develop to be more effective in your role?

Growth opportunities

- Using the competencies as inspiration, what skills should the employee develop to be more effective in their role?

- What are 2-3 goals you would like to accomplish in the next year?

Goals

- What are 2-3 goals you have for this employee over the next year?



**CITY OF
CAMBRIDGE**

For staff receiving a review through the HR-supported process, self-evaluations launch in October and managers complete their reviews in December



Questions?



**CITY OF
CAMBRIDGE**