



# CITY OF CAMBRIDGE

## **DIVERSITY, EQUITY AND INCLUSION:** *A Workforce Plan for Recruitment, Hiring and Promotion Project*

Work Plan for Implementation Overview





# Background

In January of 2019, the City of Cambridge selected Working IDEAL to conduct an independent and external multi-method assessment of recruitment, hiring and promotion in the City of Cambridge through a diversity, equity and inclusion (DEI) lens. (Diversity, Equity, and Inclusion: A Workforce Plan for Recruitment, Hiring, and Promotion (RHP) Project.)

In 2021, Working IDEAL completed this assessment, which evaluated the City of Cambridge's structure, practices, policies, and culture as they relate to recruitment, hiring and promotion of a diverse workforce, and made recommendations on where the City has opportunities for improvement across seven categories of work:

## THE SEVEN CATEGORIES OF WORK

- 1 IMPROVING EXISTING GUIDANCE AND PRACTICES
- 2 UPDATING SELECTION PROCEDURES
- 3 RECRUITMENT AND OUTREACH
- 4 PROMOTION AND ADVANCEMENT
- 5 DATA, MEASUREMENT AND ACCOUNTABILITY
- 6 ROLES AND RESPONSIBILITIES
- 7 PERSONNEL INFRASTRUCTURE

The final assessment results and recommendations are available in Working IDEAL's RHP Trend Analysis Report.



**In an 8th and final category,**

Working IDEAL recommended that the City create a written work plan to implement the seven clusters of recommendations, in order to strengthen DEI efforts across the City workforce. The work plan process provides an initial timetable, sequence, and implementation roadmap for the next three fiscal years, and roles and responsibilities for the action steps needed to implement the recommendations.

Importantly, this plan is a living document: over the next three fiscal years, the City will

continue to build out and update this plan, including establishing goals and measures to track progress.

The RHP Project is one of several DEI initiatives that the City has undertaken. According to the City's Equity and Inclusion program, all Cambridge DEI initiatives are intended to "support the growth, skill-building and development of all City employees, to cultivate an environment which reflects the values of equity and inclusion." These various initiatives also support the City Council goal that aims to eliminate bias in the City workplace.

In commissioning the assessment and developing this work plan, the City seeks to identify and implement innovative ideas on recruiting, hiring, developing, and promoting a diverse workforce – one that mirrors the people who live and do business in the City of Cambridge – **in order to provide excellent, equitable and inclusive service to the residents of Cambridge.**





**As stated in the Working IDEAL Trend Analysis Report, the work plan represents the next step in the City’s clear commitment to and development of DEI goals and principles:**

Even before launching this project, the City has made a serious commitment to diversity, equity, and inclusion, most recently through the Cambridge Equity and Inclusion Initiative recently renamed the Cambridge Antiracism, Equity and Inclusion Initiative. Citywide work in this area includes expanding the role of the City’s Office of Affirmative Action, first established in the 1980’s, by establishing a Department of Equity and Inclusion. It also includes extensively training over 60 leaders across the City in identity awareness, structural racism and skill development, developing Leadership Expectations for Equity and Inclusion, and creating an Antiracism, Equity and Inclusion Steering Committee. The citywide Cambridge Antiracism, Equity and Inclusion Initiative (CEII) aims to “support the growth, skill-building and development of all City employees to cultivate an environment that reflects the values of equity and inclusion.”

At the department level, notable initiatives include deep work on racial equity by the Department of Human Services Programs, and innovations in the Police Department – including the establishment of a Procedural Justice Unit and a Cadet program. This RHP project is another major step in strengthening DEI, and an opportunity for the City to develop models for other local governments and organizations to follow.



## TIMETABLE, SEQUENCE AND PRIORITIES

The plan sets up a timetable and sequence for implementing the recommendations in the Trend Analysis Report, identifying a set of actions for each of the next three fiscal years: FY2022, FY2023 and FY2024, summarized below.

**In setting priorities, the City considered these questions:**

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What is the most significant short-term and long-term impact of these recommendations?

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Which recommendations can be implemented now with existing resources and which require additional resources?

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Which recommendations require further study or stakeholder engagement before they can be implemented?

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Which recommendations depend on other recommendations being implemented first?





**This innovative plan seeks to be practical and feasible, while also meeting ambitious long-term goals and demonstrating the City's leadership and commitment to equity and inclusion.**

It is easy to make generalized statements of one's ideals. Successfully carrying out a transformational program requires the harder work of converting those ideals into clear and achievable action steps, memorializing them in a written plan, and being accountable for that progress. That is what the City has done in writing its plan and will continue to do in carrying it out. Even the best-laid plans encounter unanticipated obstacles, and the City expects to regularly update its plan and its timetable to be flexible and responsive, which is also a best practice.



## **GROUNDWORK**

**By September 2021, the primary actions are:**

Complete this work plan and prepare for implementation.

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Release the RHP report and engage workforce to understand what is in the report and the work plan.

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Update existing hiring and selection guidance as a necessary baseline to support recommendations.

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Begin to build the necessary data infrastructure to support this plan and launch the City's newly purchased and installed applicant tracking system (Taleo).

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Continue to ensure visible leadership commitment to the project and its implementation.

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## YEAR ONE

### During FY22 / By June 2022 the primary actions are:

Begin annual reporting on progress under this plan.

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

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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;

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

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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.

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

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## YEAR TWO

### During FY23 / By June 2023 the primary actions are:

Continue yearly reporting on progress and incorporate metrics.

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

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

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Strengthen tools and training for mentoring and feedback.

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Expand pipeline programs and create new tools for recruitment.

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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.

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

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## **YEAR THREE:**

### **During FY24 / By June 2024 the primary actions are:**

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

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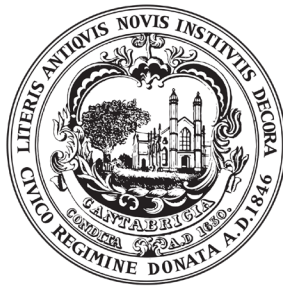
Begin work on recommendations that involve more complexity or otherwise require further study or groundwork.

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

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