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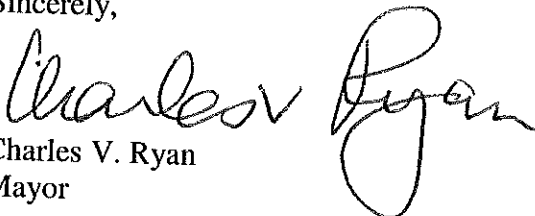
September 25, 2007

Mr. Wayman Lee
Clerk of the City of Springfield

Dear Wayman:

I am pleased to file with your office the executive order which I promulgated effectively on September 25, 2007 relative to the creation of the Non-Discrimination, Diversity, Equal Opportunity, and Affirmative Action Policy for all City organizations as defined therein.

Sincerely,


Charles V. Ryan
Mayor

OFFICE OF THE MAYOR



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CITY CLERK'S OFFICE
SPRINGFIELD, MA

THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR CHARLES V. RYAN

THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR CHARLES V. RYAN

EXECUTIVE ORDER

NON-DISCRIMINATION, DIVERSITY, EQUAL OPPORTUNITY, AND AFFIRMATIVE ACTION

WHEREAS, the Constitution of the Commonwealth of Massachusetts is based on a belief in freedom and equality for all individuals and in the duty of Government to safeguard and foster these rights;

WHEREAS, the Charter of the City of Springfield was created pursuant to the Constitution of the Commonwealth of Massachusetts;

WHEREAS, the Executive Branch of the City of Springfield recognizes the importance of non-discrimination, diversity, and equal opportunity in all aspects of city employment, programs, and activities;

WHEREAS, creating a culture of inclusion that values and promotes diversity and equal opportunity for all individuals is the central objective of this Executive Order and the goal of my administration;

WHEREAS, while acknowledging the many efforts and accomplishments of the past, the City can and must do more to ensure that non-discrimination, diversity and equal opportunity are safeguarded, promoted, and reflected in city workplaces, decisions, programs, activities, services, and contracts;

NOW, THEREFORE, I, Charles V. Ryan, Mayor of the City of Springfield, do hereby order as follows:

1. This Executive Order shall apply to all City organizations. As used in this Order, "City organizations" shall include all offices, boards, commissions, agencies, departments, divisions, councils, and bureaus, now existing and hereafter established, that are under the executive authority of the Mayor of the City of Springfield; and

2. That the City will adopt and implement a revised Equal Employment Opportunity statement, which is attached hereto as Exhibit 1, which recognizes that it is through the rich talents of a diverse workplace that the City will best attain the goals of its many programs, projects, and quality of life initiatives; and

3. That the City adopt a "Diversity Plan", which will be attached hereto as Exhibit 2; and

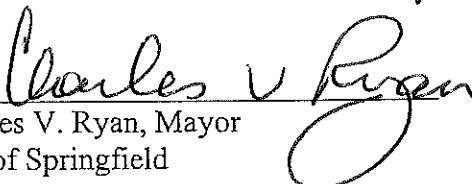
4. That the City adopt the "Employee Relations Policy" attached hereto as Exhibit 3; and

5. That the City will provide staff within the Human Resources Department to implement the Employee Relations Policy; and

6. Nothing in this Executive Order shall be construed to preclude or otherwise limit the continuation or implementation of any lawful affirmative action programs or other programs that support the objectives of this Executive Order; and

7. This Executive Order shall take effect immediately and shall continue in effect until amended, superseded or revoked by subsequent Executive Order.

This Executive order shall take effect on 24th of Sept., 2007.



Charles V. Ryan, Mayor
City of Springfield

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EQUAL EMPLOYMENT OPPORTUNITY POLICY

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It is the policy of the City of Springfield not to discriminate against any employee or applicant for employment and to take affirmative action to ensure that all employees and applicants for employment are considered on the basis of their qualifications and abilities without regard to race, color, sex, religion, age, national origin, veteran status, sexual orientation or disability. Such action shall include, but not be limited to, recruitment advertising, hiring, promotion, demotion, transfer, layoff or termination, rates of pay or other forms of compensation, medical and other benefits, and selection for training opportunities.

This policy incorporates, by reference, the requirements of Federal Executive Orders 11246 and 11375 as amended, Title VI and Title VII of the Civil Rights Act of 1964 as amended, Sections 503 and 504 of the Rehabilitation Act of 1973, Revised order No. 4; Office of Federal Contract Compliance (U.S. Department of Labor), Americans with Disability Act of 1990, Age Discrimination Act of 1975 as amended by Executive Order No. 116 and No 117 of the Massachusetts General Laws, Chapter 151B; and the Vietnam Era Veterans Readjustment Act of 1974

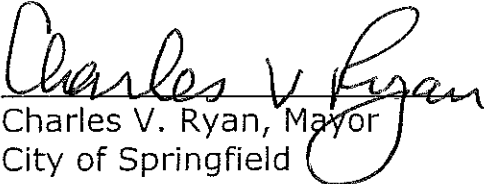
We recognize that any claims of illegal past or present discrimination practices by City departments or appointing authorities must be affirmatively remedied. The racial percentage of the City workforce should, at all levels, reflect the racial percentage of Springfield's population where the jobs exist. The female percentage of the City workforce and the percentage of persons with disabilities within the City workforce should, at all levels, reflect the percentage of such persons available to work in the local market.

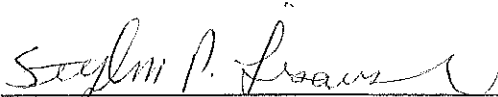
In addition, it is the policy of the City of Springfield to manage the diversity of our employees by fostering an inclusive work force, building an environment that respects the individual, promoting a respect for diverse ideas, opinions and experiences, and offering opportunities for all employees to develop to their full potential.

Diversity is the mixture of differences and similarities each employee brings to the workplace to accomplish the goals of the City. Diversity management is a long term change strategy enabling the City to improve its culture to ensure that all employees are making maximum contributions to the mission of the City. The City recognizes that it is through the rich talents of a diverse workplace that we will best attain the goals of our many programs, projects, and quality of life initiatives.

The City of Springfield has adopted an Affirmative Action Plan to implement its policy of equal opportunity. Danny M.C. Hall, Equal Opportunity Administrator has the responsibility of assisting in the implementation of the Affirmative Action Plan and in monitoring the City's compliance with its equal opportunity policy and affirmative action procedures. Dan Hall is located in room 023 of the City Hall building at 36 Court Street, Springfield, MA. He can be reached at 787-6019.

This policy is effective as of 9/24/07 and supercedes the prior equal employment opportunity policy of 1/5/2004.


Charles V. Ryan, Mayor
City of Springfield


Steven Lisauskas Executive Director
Springfield Control Board

CITY DIVERSITY PLAN

The City's mission is to carry out the Mayor's mandate to ensure practices of non-discrimination and equal opportunity in attracting, hiring, retaining and promoting excellence through a diverse workforce within all City Organizations.

Value Statement:

The City of Springfield believes in respect for all individuals. We promote openness to and tolerance of differences in race, ethnicity, religion, gender, culture, sexual orientation, and disability status.

We dedicate ourselves to creating a workplace that welcomes, respects and values people of all races, color, age, gender, ethnicity, sexual orientation, religions, creeds, ancestry, national origin, disability and veteran status. We strive to reflect diversity in all government activities, programs and services and to remove any barriers to accessibility. We further believe that embracing and celebrating our differences enriches the quality of the work experience and enhances our own personal and professional relationships.

Our Core Values:

- **Integrity**
- **Respect for People**
- **Open Dialogue**
- **Accountability**

Integrity:

Our conduct as a municipality and as individuals demands the highest ethical standards. We will at all times demonstrate open, honest and ethical behavior with employees, vendors, and the residents of the City of Springfield.

Respect for People:

We acknowledge that our employees are the key to our success. We seek to foster their professional growth and achievement. We strive daily to recognize their unique contributions, in serving the residents, customers and clients of the City of Springfield.

Open Dialog:

We believe in open communication. We listen to and collaborate with our employees to identify ways to improve upon our delivery of services to the residents of the City of Springfield, to enhance employee engagement and to make Springfield a great place to live and work.

Accountability:

Standards are important in the work we do. We empower our management teams and our employees to make decisions, but we hold them accountable for the decisions they make. There is a shared accountability for achieving objectives, providing services and working with all people within and outside of the City's government system. Our ultimate goal is to weave diversity into the fabric of the City's governmental structure so that it becomes embedded in the culture of all we do.

Goal 1: Secure Top Level Commitment

This Diversity Plan shall apply to all City organizations. As used in this Plan, "City organizations" shall include all offices, boards, commissions, agencies, department, divisions, councils, and bureaus, now existing and hereafter established, that are under the executive authority of the Mayor of the City of Springfield.

Goal 2: Appoint a Diversity Development Team

The Mayor shall appoint a Diversity Development Team to review past and future audits, assessments, and surveys of the various City departments to identify the City's diversity issues and to gauge current and future City cultural dynamics. This will assist in the City's development of diversity training and other initiatives.

Goal 3: Appoint a Diversity Coordinator

The Mayor shall appoint a Diversity Coordinator to advise the Mayor concerning policies, practices, and specific actions that the City should implement to ensure that the Diversity Plan objectives are accomplished.

The Diversity Coordinator's work shall include, but need not be limited to, making written recommendations to the Mayor concerning actions, policies, and practices that the City should implement to ensure that the Diversity Plan objectives are accomplished.

Goal 4: Implement Diversity Training and Other Initiatives

City Cabinet and Department Heads, and Appointing Authorities will ensure that all managers, supervisors, and employees attend mandatory diversity training within one year of the effective date of this Diversity Plan.

Goal 5: Announce and Publicize the Plan

The Mayor and the Diversity Development Team shall encourage the City Council and Cabinet and Department Heads to endorse and actively promote the Diversity Plan. The City shall host a press conference with the Mayor and the Diversity Development Team to announce the Plan. The City shall utilize print, TV, and radio media to maximize press coverage and enlist the support of community and civic leaders to implement and ensure that the objectives of the Plan are accomplished.

Goal 6: Continuously Evaluate Diversity Efforts

The Diversity Plan is an ongoing initiative which may result in modifying the Plan and other diversity initiatives, as well as implementing new diversity initiatives. An important element of this phase is to ensure that Cabinet and Department Heads, the Equal Employment Opportunity Administrator, and the Human Resources Director are apprised of diversity programs progress. Senior Management commitment to the Diversity Plan cannot be overstated because they are the foundations for success.

As employees throughout the City's workforce are trained, they will become aware of diversity issues in the workplace that may not be addressed by the current diversity initiative. Employees may provide feedback to the Diversity Coordinator, Employee Relations Staff, the Equal Opportunity Administrator, or the Human Resources Director.

Finally, changing demographics may require changes to organizational policies as City organizations strive toward providing culturally-sensitive services to a diverse population.

Executive Summary of Springfield Diversity Plan Goals

Goal 1: Secure Top Level Commitment

Goal 2: Appoint a Diversity Development Team

Goal 3: Appoint a Diversity Coordinator

Goal 4: Implement Diversity Training and Other Initiatives

Goal 5: Announce and Publicize the Diversity Plan

Goal 6: Continuously Evaluate Diversity Efforts

Employee Relations Policy

General

This policy provides a process by which employees' work-related issues and problems can be heard, addressed, and resolved in a timely and constructive manner. All managers and supervisors may use the procedures to resolve any work-related issue or problem involving employees. Emphasis is on early identification and resolution with fair consideration of all sides of an issue or problem. Employee Relations (ER) staff of the Human Resources Department (HR) will assist employees and supervisors in moving through an appropriate process to final resolution of the issues or problems. The procedures in this policy should be administered flexibly and expeditiously at the lowest possible level with the cooperation of all concerned.

1. Scope

This policy is intended to help employees with issues or problems that affect them in the workplace. ER staff will serve in a neutral role and use dispute resolution methods to return the primary responsibility for resolving conflicts to the individuals involved. ER staff will assist and guide individuals or groups in their efforts to identify mutually agreeable solutions.

Employees with concerns about possible violations of city policy or state or federal laws or regulations that are more general in nature should report such concerns according to city guidelines. Allegations of unlawful discrimination or sexual harassment are handled by Dan Hall, Equal Opportunity Administrator (EOA), in accordance with the "Affirmative Action Employment Plan." ER staff will refer such allegations to the EOA.

Employees who are members of a collective bargaining unit have specific grievance procedures, some of which include participation in the ER process. These employees should refer to their specific collective bargaining agreements. Employees should be aware that there may be federal or state laws and remedies pertaining to workplace complaints, and that use of ER under this policy does not extend the deadlines within which to seek assistance from outside agencies or file legal proceedings.

2. Confidentiality

Information obtained by ER staff in the course of facilitation, informal attempts at resolution, mediation, or other activities is confidential. At the initial visit, ER staff will explain any limitations to confidentiality before discussing specific issues.

3. Retaliation

Retaliation against an employee for raising an issue or participating in any way in dispute resolution under this policy is strictly forbidden and shall be cause for disciplinary action if found to have occurred.

4. Resources

The City's Human Resources Department has a number of options that can provide employees, co-workers, and supervisors with advice and/or assistance in addressing work-related issues and problems. These options include:

- The Employee Relations staff;
- The Employee Assistance Program;
- The Office of Equal Opportunity.

If an employee, co-worker, or supervisor is working with more than one (1) of the offices mentioned above concerning the same issue or problem, he or she should inform the other offices involved, in order to avoid duplication of services.

5. Supervisor Responsibilities

Supervisors at all levels, are responsible for addressing work-related issues and problems in an appropriate, fair, and prompt manner as soon as reasonably possible after becoming aware of the issues or problems. Supervisors are expected to participate in training offered by the city on management and supervisory skills. Supervisors and managers should seek advice and/or assistance in addressing issues and problems, as appropriate, from the city resources listed in Section 4 above.

6. Employee Responsibilities

Employees should work to address work-related issues or problems as soon as reasonably possible after becoming aware of the issues or problems. The employee and individual(s) involved should make a good faith effort to resolve the problem. The supervisor is a resource who can assist with resolution. If the employee feels the supervisor is part of the problem and the employee has tried to talk with the supervisor, the employee may go directly to the ER staff. In addition, if the employee feels he or she cannot talk to the other individual(s) involved or his or her supervisor about the particular matter or does not feel the issue or problem was addressed through his or her own efforts, the employee may go directly to the ER staff.

To assist employees in addressing work-related problems and issues, the city offers training on communication skills and conflict resolution. Employees may seek advice and/or assistance in addressing work-related issues or problems, as appropriate, from the city resources listed in Section 4 above.

7. Resolution Processes

ER staff will provide assistance to employees, supervisors, and managers in addressing work-related issues and problems. In all instances ER staff will serve in a neutral role. In collaboration with ER staff, the individuals affected by the issue or problem will select one or more of the following methods for addressing the dispute within the parameters of their work unit:

- Collaborative problem solving: ER staff will facilitate discussions with individuals involved in a conflict in finding ways to work together to acknowledge their individual interests and improve their relationship.
- Employee/supervisor consultation: ER staff will assist employees and supervisors with problem solving, effective communication, management skills, and/or preventing conflicts.
- Mediation: ER staff will assist individuals with a disagreement in attempting to reach a mutually acceptable resolution.
- ER staff will review and assess situations and make recommendations to relevant individuals.
- Formal policy interpretation obtained from the applicable office.
- Departmental consultations, assistance, and/or training designed to improve interactions and productivity and reduce conflict.
- Facilitation: ER staff will create a process intended to encourage ongoing communication and problem solving.
- Training: ER staff will provide training in problem solving, dispute resolution and other related issues.
- Referral to other City resources.

All individuals involved in an issue or problem are strongly encouraged to participate in the dispute resolution process unless otherwise provided for in an applicable collective bargaining agreement. The ER staff in consultation with the Human Resources Director may also bring forward to the appropriate administrator(s) concerns about specific managers or employees when a policy violation or pattern of inappropriate behavior is observed.