



Mayor Martin J Walsh

An aerial photograph of Boston, Massachusetts, taken at sunset or sunrise. The city's buildings and streets are visible, with a warm, golden light illuminating the scene. The water of the harbor is visible in the background.

City of Boston  
**2015 WORKFORCE  
REPORT**



# Table of Contents

Introduction	1
Executive Summary	3
Local Government Race, Gender, & Annual Rate Compared to other Major US Cities	5
Local Government Race, Gender, & Annual Rate Compared to Boston's Demographics	9
Local Government Race, Gender, & Annual Rate Compared to the Previous Administration	11
Next Steps	21
Appendix	23

# Acknowledgements

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Assessing Department

Auditing Department

Department of Information Technology (DoIT)

Economic Development

Fire Department

Human Resources

Intergovernment Relations

Labor Relations

Law Department

Mayor's Office of New Urban Mechanics (MONUM)

Police Department

Treasury Department

# Introduction

The Mayor's Office of Diversity has prepared the City of Boston's Workforce Profile Report to examine the racial and gender makeup of Boston's municipal employee base and be transparent to the constituents we serve. The report also analyzes annual pay rate disparities at the Cabinet, Department Head, and Rank & File levels of local government. This Workforce Profile also highlights current initiatives and outlines recommendations for the administration. The findings of this report will play a role in succession planning as we here in City Hall prepare for the upcoming transition of an aging workforce.

Mayor Walsh and his administration ardently support creating a diverse and inclusive environment not only within City Hall, but also throughout the city of Boston. We know and understand that it is best practice for the makeup of a local government's employee base to reflect the diversity and demographics of the city it serves. With the creation of the new role of Chief Diversity Officer and the Office of Diversity, Mayor Walsh has affirmed his commitment to establishing a more diverse and inclusive work environment in Boston. The City of Boston's Workforce Profile Report is an important step in benchmarking City Hall today and establishing next steps to have this local government more closely reflect the rapidly changing demographics of the city of Boston. It also captures a snapshot of the first 14 months of the Walsh administration to measure how far we have come in regards to racial and gender diversity in the workforce under this new administration and where there is still room for improvement.

The data for the report highlights progress at the leadership level, but also brings to bear areas in which we need to improve. For our analysis of the workforce, we examined full-time and regular part-time employees of the city government. With his ambition to bring in more diverse leaders to local government, Mayor Walsh actively recruited across the city and nation to bring in highly-skilled diverse talent to fill his Cabinet. However, in order to sustain true systemic change, we must also look at how we recruit, develop, and retain talent throughout all departments of city government. Proactively developing internal pipelines of talent for leadership positions is an essential step. We must prepare our current employee base with the skills and opportunities for further professional development in order to retain more of our diverse talent in the rank and file. The findings of this report will be used to analyze which departments are currently making those strides and which departments have the greatest opportunity in the coming years to better reflect the demographics of the city of Boston and allow for a more engaged workforce motivated by the potential for development and career advancement.

Diversity and inclusion initiatives are more than just about the racial and gender breakdown of the municipal workforce. It is about creating an environment in city government whereby each employee feels respected, valued and appreciated for their own individuality and diverse viewpoints. The Mayor's Office of Diversity will work with management across departments to foster a workplace culture that celebrates the individuality and diversity of thought of each employee in the city government workforce. The section on next steps details key roles of the Office

of Diversity as well as highlight other key internal and external stakeholders that will be working together in order to see measurable progress in the municipal workforce. It will take a collaborative effort to address these issues in city government

The Mayor's Office of Diversity will continue to further Mayor Walsh's imperative to promote diverse perspectives throughout city government. It is important that our workforce reflect the changing demographics of our city. We must also as an organization better understand the myriad of views and cultures of the people we serve as well. Diversity and inclusion must be a part of our everyday approach amongst our employee base and especially in how we work with our constituents. Training our employees on how we better engage with our diverse communities is paramount to creating the welcoming and inclusive Boston that we are striving to achieve.

#### Evaluation Benchmarks

We examined the makeup of Boston's government workforce benchmarking against the following criteria:

1. Local Government Diversity compared to other Major US cities. How does Boston's Local Government Employees composition compare to similar cities in the United States?
2. Local Government Diversity compared to Boston's Demographics. Does the composition of the employees in City Hall reflect the demographics of the City?
3. Diversity compared to previous administration. How have our hiring practices since 1/5/2014 furthered diversity in the City of Boston?

# Executive Summary

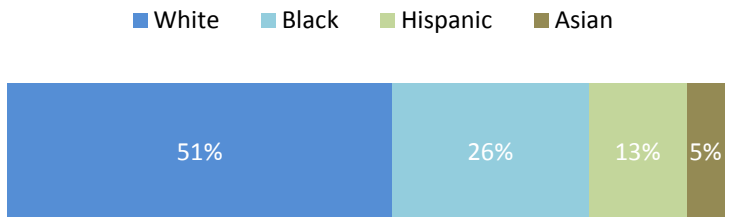
For this report, we examined the workforce composition of Boston's municipal government as of March 2, 2015. We looked at all full-time and regular part-time employees, which totaled 16,994 city government workers. 92% of the city workforce is comprised of full-time employees; the remaining 8% works part-time. The median annual rate for the entire city workforce is \$69,825.60. Approximately 52% of this employee base is made up of women (8,983) and 47% is made up of men (8,011).

That numbers makes up approximately 8% of the city workforce. The median age of these new hires is 30.28.

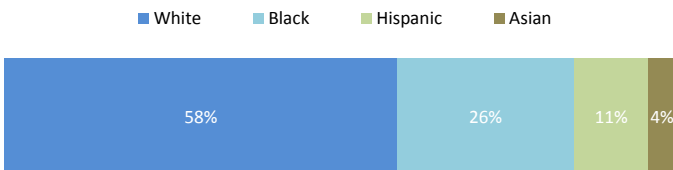
Workforce Profile (as of 3.2.2015)	
Total Regular Full & Part Time employees	16994
Med Years of Service	11.39
Med Age	45.25
% Female	52.86%
% Male	47.14%
% White	57.79%
% Non-White	42.21%
% FT	92%
% PT	8%
Med Annual Rate	\$ 69,825.60
% Retireable (32+ years)	4.46%

Hires since 1.5.14	
New Reg FT & PT Hires	1327
% New Reg FT & PT Hires	0.078086383
Med Age	30.28
% Female	58%
% Male	42%
% White	51%
% Non-White	49%
% FT	87%
% PT	13%
Med Annual Rate	51099.000

Their median annual rate is \$51,099. Regarding gender, 58% of the hires under the Walsh administration have been women (42% men). The racial breakdown of new hires goes as follows:



Racial Breakdown. 58% of city workforce is composed of White employees. The remaining 42% of the non-White employee base has the following breakdown:



New Hires. Since Mayor Martin Walsh has taken office in City Hall, there have been 1,327 new full and part-time hires in Boston city government. 87% of these new employees work full-time for the City of Boston. The remaining 13% are regular part-time employees.

## Retirement

In order to determine the current composition of our workforce eligible for retirement, we examined how many employees have 32 or more years tenure with the City of Boston. As of March 2, 2015, 4.48% of the municipal workforce is eligible for retirement. Later in the report, we discuss the city workforce up for potential retirement in the next 5 years. This is significant in guiding how we as an organization prepare to have a municipal government that is more reflective of the City of Boston's demographics.





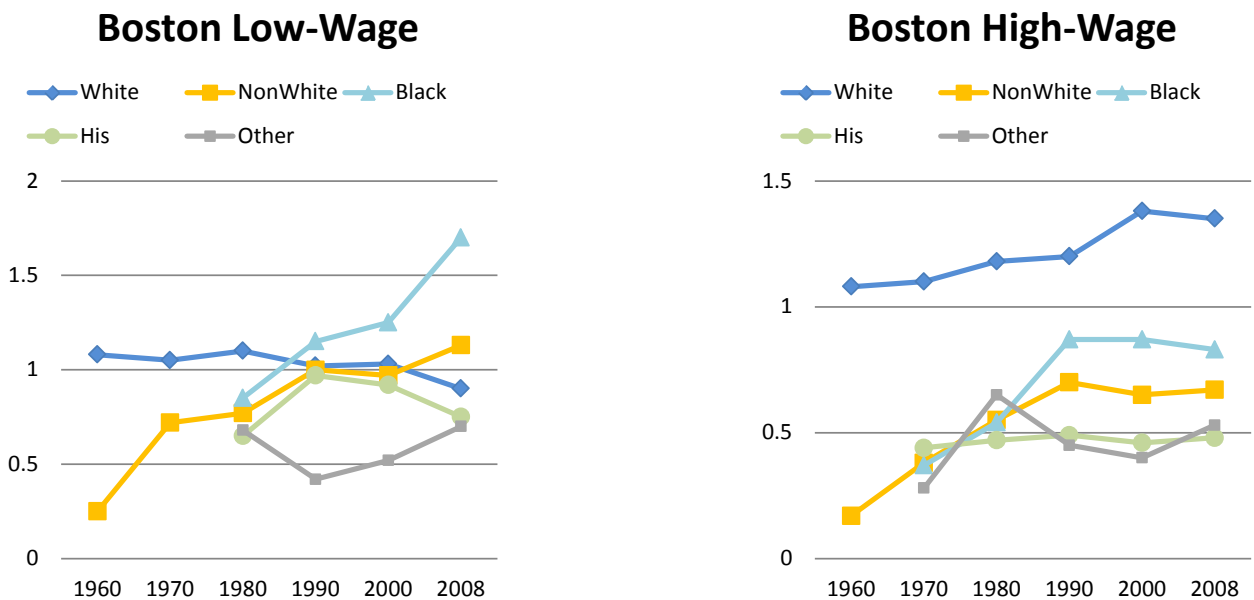
# Local Government Race, Gender & Annual Rate Compared to Other Major US Cities

How does Boston's local government employee's composition compare to similar cities in the United States? The lack of diversity in government is a widespread issue affecting all levels of government in the United States. According to a 2011 study by the Center for American Progress, males make up 79% of the federal government workforce and 83% of federal government workers are white. When looking at local governments, we continue

to see overrepresentation of the Caucasian population, especially in regards to high wage earners.

Todd Gardner, a U.S. Census Bureau historian and statistician, prepared a study titled, The Racial and Ethnic Composition of Local Government Employees in Large Metro Areas, 1960 -- 2010.

**BOSTON: The Racial and Ethnic Composition of Local Government Employees, 1960-2010**



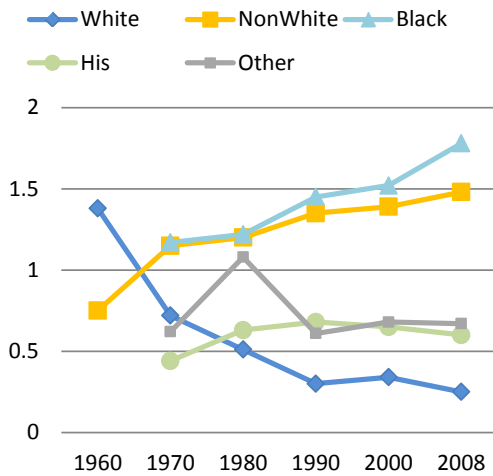
Data Source: U.S. decennial census microdata and 2006-2010 American Community Survey (ACS) data. For this study, local government employees have been divided into high- and low-wage occupations using an earnings score based on the median earned income for each occupational title in 1990. (See the technical note.) The population is divided into four groups: non-Hispanic whites, non-Hispanic blacks, Hispanics, and other races. The proportion of the population from each racial/ethnic group employed in local government is then divided by the proportion of that group in the working-age population. A value above 1.0 means that group is overrepresented in the occupational group, and a value below 1.0 means that group is underrepresented. A group that is proportionally represented will have a value of 1.0.

In considering Boston's characteristics, Washington DC, New York City, and San Francisco, are great cities to benchmark our progress. According to this study, whites have been overrepresented in high earning jobs in Boston and that gap increased from 1960 to 2010. Blacks in low earning government jobs are highly overrepresented and underrepresented in high wage earning jobs. Hispanics and Asians remain underrepresented in low wage and high wage earning City of Boston jobs.

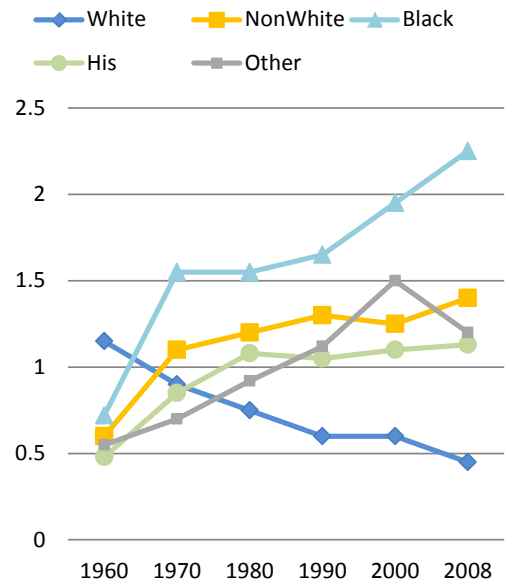
Low Earning Jobs. Over the last 50 years, all four major cities have seen an increase of Black and decrease of White employees in local government in low earning jobs. Most recent statistic shows the Black population represents the largest demographic in this earning category. Non-whites make up the second largest proportion of low earning demographic. The Hispanic population has increased employees in this sector in San Francisco and New York City but decreased in Boston and Washington DC.

**Washington D.C., New York City and San Francisco:  
The Racial and Ethnic Composition of Local Low-Wage Government Employees, 1960-2010**

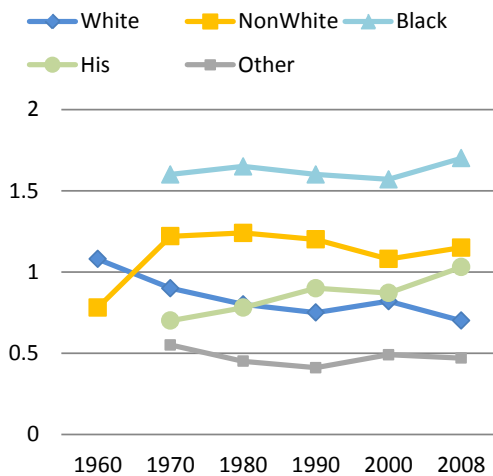
**Washington DC Metro  
Low-Wage**



**San Francisco  
Low-Wage**

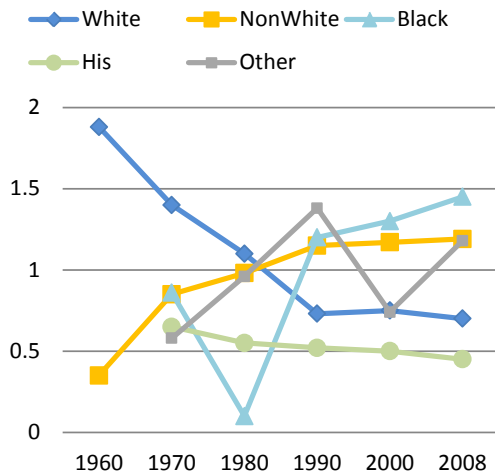


**New York City  
Low-Wage**

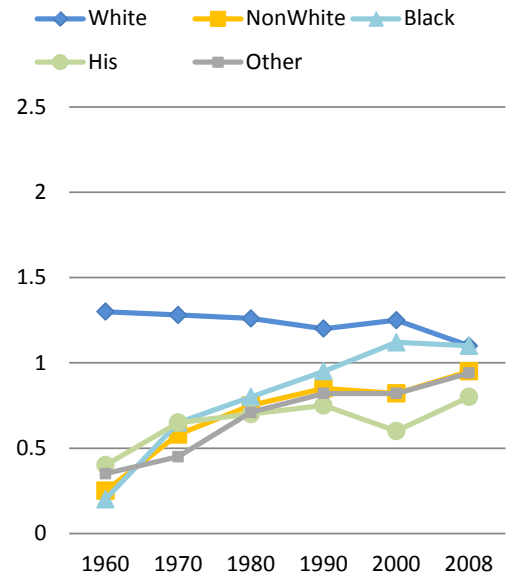


**Washington D.C., New York City and San Francisco:  
The Racial and Ethnic Composition of Local High-Wage Government Employees, 1960-2010**

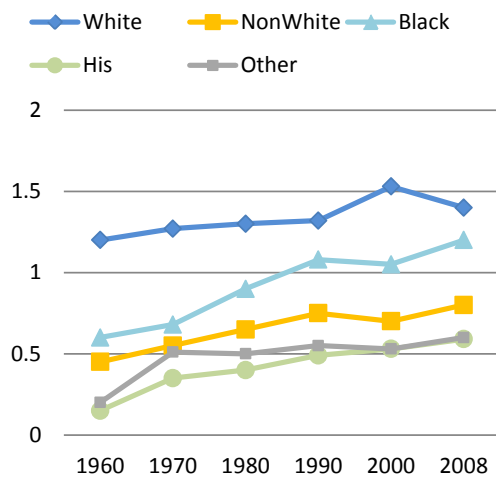
**Washington DC Metro  
High-Wage**



**San Francisco  
High-Wage**



**New York City  
High-Wage**



High Earning Jobs. There is a lot of variation between the cities in regards to High Earning Jobs. New York City and Boston have seen an increase in the high earning White population, San Francisco and Washington DC have seen a decrease. San Francisco has overrepresentation in low earning jobs for all non-whites. All three other cities have steadily increased their high earning black population but Boston has plateaued in the years between 2000 and 2008. In 2010, Boston also had the largest gap between the highest earning group, White, and all other races. New York City has all demographics growing generally at the same pace and San Francisco is the city approaching the most diverse high earning population.



# Local Government Race, Gender & Annual Rate Compared to Boston's Demographics

Does the composition of employees in City Hall reflect the demographics of the City? According to American Community Service (ACS) data, the population in Boston has increased by 6.8% from 589,141 to 629,182.

The increase in the female population has slightly outgrown the increase in the male population (22,614 women versus 17,427 men).

In 2013, women made up 52.2% of Boston's residents. There are less children in 2013 (104,785) than there were in 2000 (116,559). 18 to 34 year olds had the only proportional increase over the decade (37.4% to 39.7%).

The older age groups remained the same proportion of Boston; 33% are between 35 – 64 years old and 10% are 65 and over.

**Age.** Given the large percentage of full time employees reaching retirement age, City Hall must now look to this transition period as a significant opportunity to examine how we recruit and how we prepare our current employees for opportunities for upward career mobility. There are currently 2,228 employees 55 and older which represents 29.3% of our full-time employees that may turn over in the next 10 years.

**American Community Survey and Census Demographics: 2000, 2010, 2013**

Age	2000		2010		2013		City	
Total Population	589141		621383		629182		16994	
Less than 18	116559	20%	103159	17%	104785	17%	2	0%
18 to 34 yrs	220238	37%	248085	40%	249855	40%	4225	25%
35 to 54 yrs	149974	25%	149994	24%	150494	24%	8597	51%
55 to 64 yrs	41034	7%	57147	9%	59086	9%	3508	21%
65 yrs and over	61336	10%	62998	10%	64962	10%	662	4%

Labor Force	2000		2010		2013		City	
Total Population	308107		365182		368856		16994	
Male Civilian	155243	50%	181512	50%	182768	50%		
Employed	143224	46%	155123	42%	162174	44%	8011	47%
Unemployed	12019	4%	26389	7%	20594	6%		
Female Civilian	152864	50%	183670	50%	186088	50%		
Employed	142635	46%	163127	45%	167540	45%	8983	53%
Unemployed	10229	3%	20543	6%	18548	5%		

Race	2000		2010		2013		City	
Total Population	589141		621383		629182		16994	
White Alone	291561	49%	295959	48%	292908	47%	9821	58%
Black Alone	140305	24%	143151	23%	143834	23%	4421	26%
Hispanic or Latino	85089	14%	104867	17%	113055	18%	1929	11%
Asian Alone	44009	7%	56463	9%	56235	9%	705	4%
American Indian and Alaska Native Alor	1517	0%	560	0%	1115	0%	36	0%
Native Hawaiian and Other Pacific Alor	271	0%	133	0%	97	0%	12	0%
Some other Race Alone	8215	1%	6545	1%	8184	1%	70	0%

Gender	2000		2010		2013		City	
Total Population	589141		621383		629182		16994	
Male	283588	48%	296201	48%	301015	48%	8011	47%
Female	305553	52%	325182	52%	328167	52%	8983	53%

**Race.** Whites make up the largest racial segment of Boston’s resident population (46.6%). African Americans make up the second largest percentage (22.9% in 2013). There is a proportional decrease in the White/Caucasian and Black/African American population due to the significant increases in the Hispanic and Asian population in Boston in recent years. Hispanics or Latinos saw the largest increase from 14.4% to 18.0% (27,966). Asian alone population also increased from 7.5% to 8.9% (12,226).

#### General Comparison of Demographics to Municipal Workforce.

**Race.** We looked at all full-time and part-time employees in preparing this report, excluding seasonal employees like interns. Under these parameters, black employees are actually overrepresented (26% CoB Workforce to 22.9%

city population) while the other minority populations are underrepresented in the local government workforce. There is significant underrepresentation by the Asian population (4% City of Boston workforce to 9% city population) and Hispanic population (11% FT employee to 17.5% city population).The White population is overrepresented in Boston’s city.

**Gender.** When including BPS employees, the city workforce is made up of 52.8% women. However, when we look at the data without including BPS employees, the male to female ratio in the municipal workforce does not reflect gender distribution in the city of Boston. Full-time only employees show an even larger gender gap; only 28% of Boston’s full-time employees are women while women make up 50.45% of Boston’s labor force population.

# Local Government Race, Gender & Annual Rate Compared to Previous Administration

How does Mayor Walsh's appointed leadership speak to a more diverse leadership in the City of Boston?

## **Cabinet Benchmarked against City Demographics.**

Mayor Walsh's Cabinet without including ex officio members is comprised of 64% persons of color. When you include ex officio members of the Cabinet (Joyce Linehan - Chief of Policy, Laura Oggeri - Chief of Communications, and Gene O'Flaherty - Legal Counsel), the Mayor has still appointed a cabinet with over 50% representation (56% minority representation) of people of color. When you benchmark the makeup of his Cabinet to Boston's demographics, the white population is actually underrepresented at cabinet level positions. The Black and Asian populations are overrepresented, while the Hispanic population is slightly underrepresented.

In regards to gender, women are underrepresented in Mayor Walsh's Cabinet. Currently, there are only 2 women out of 13 Cabinet level positions (15.4%). If you include ex officio members of the Cabinet, there are 4 women out of 17 positions (23.5%).

To appropriately compare cabinet level positions between this administration and the previous administration, we examined the current makeup of Mayor Walsh's cabinet with its equivalent position in the previous administration as of January 5, 2014. When making this comparison, the previous administration was made up of 92% White

representation and 8% Hispanic representation. Mayor Walsh has made tremendous strides in diversifying these leadership positions in the City of Boston. In relation to gender representation at the Cabinet level, the previous administration and the Walsh administration are nearly the same including ex officio Cabinet members (31% to 29% with ex officio, 33% to 21% without ex officio, ).

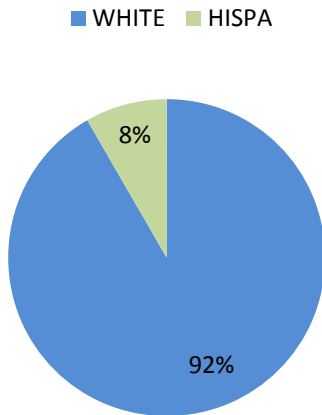
**Annual Pay Rate Analysis.** At the Cabinet Level, Asian cabinet heads are currently earning the highest average annual pay rate at \$204,500. White Cabinet members earn an annual average pay rate of \$160,540.20. Black Cabinet leaders attain an annual average pay rate of \$133,760.20, while Hispanic Cabinet members earn an annual pay rate of \$125,312.

When examining equity among female cabinet members across races, we see that the gap between White and non-White female city employees has actually decreased at the Cabinet level under the Walsh administration. For male cabinet members, an approximately \$30,000 gap in average annual rates exists between white men and minority men. When comparing the cabinets of the Menino administration and Walsh administration, the gender wage gap has increased for cabinet level positions from \$21,734.50 to \$34,478.55.

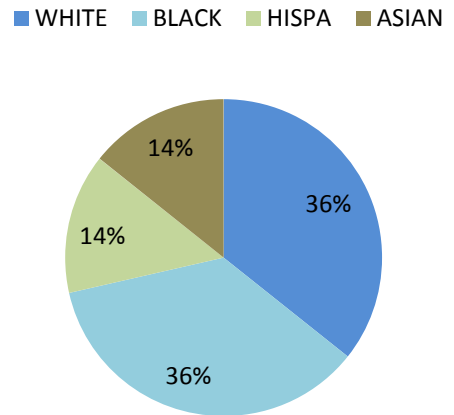
Please refer to the next page for the corresponding charts and graphs related to the Cabinet.

## City of Boston's Cabinet

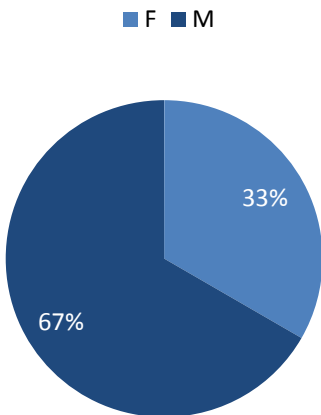
### Cabinet by Race (previous)



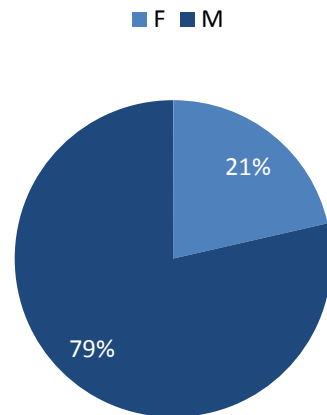
### Cabinet by Race (current)



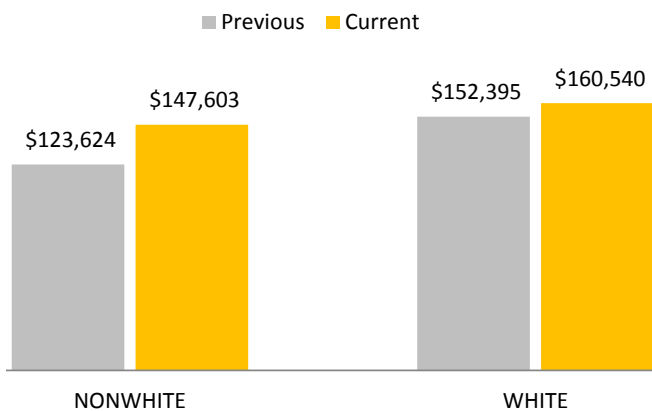
### Cabinet by Gender (previous)



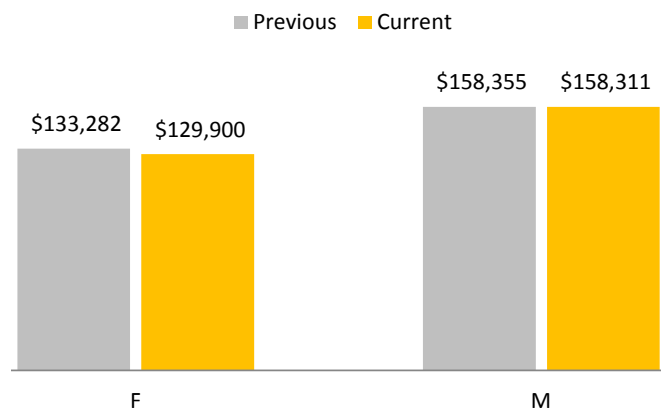
### Cabinet by Gender (current)



### Annual Rate by Race



### Annual Rate by Gender

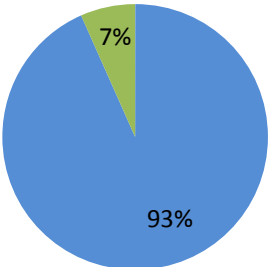




City of Boston's Cabinet with Ex Officio

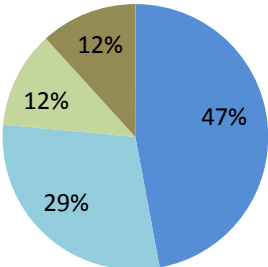
**Cabinet with E.O. by Race (previous)**

WHITE HISPANIC



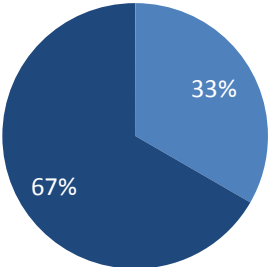
**Cabinet with E.O. by Race (current)**

WHITE BLACK HISPANIC ASIAN



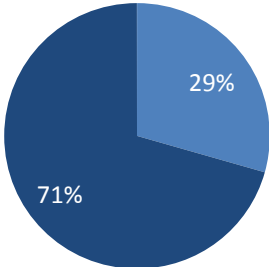
**Cabinet with E.O. by Gender (previous)**

F M



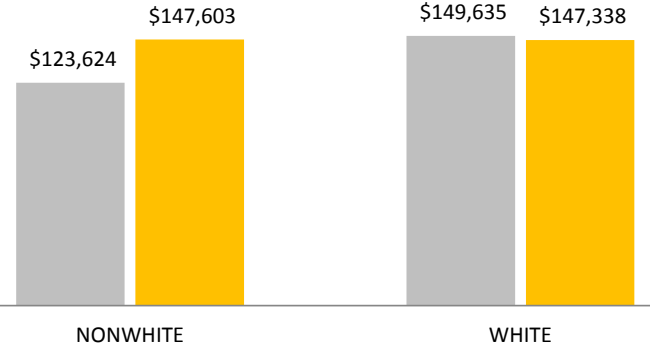
**Cabinet with E.O. by Gender (current)**

F M



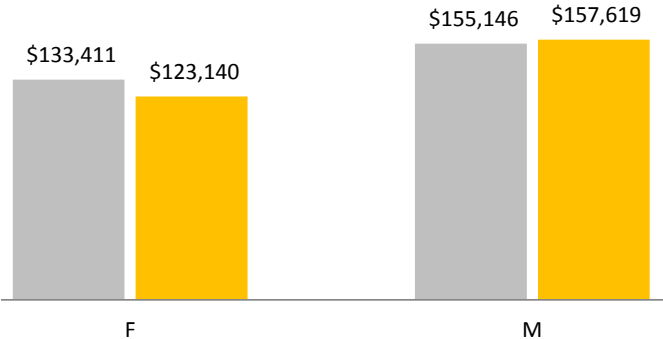
**Annual Rate by Race**

Previous Current

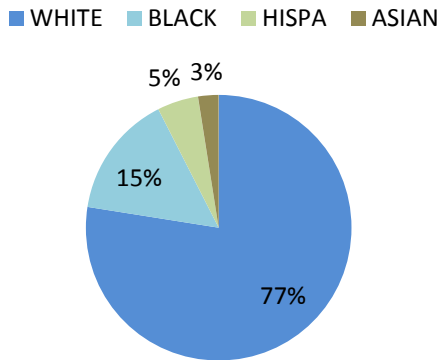


**Annual Rate by Gender**

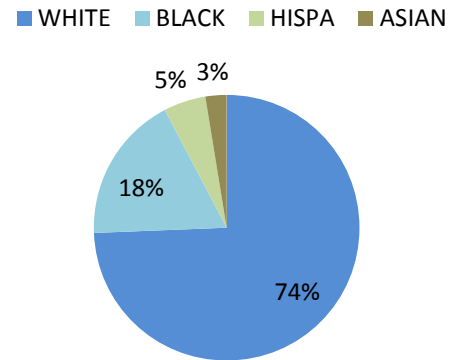
Previous Current



## Department Heads by Race (previous)



## Department Heads by Race (current)



**Department Heads Benchmarked against City Demographics.** Analyzing the racial makeup of our department heads, all minority populations are currently underrepresented when compared to the demographics of the city of Boston. The largest disparity is with the Hispanic population. Boston is comprised of 18% Hispanic or Latino residents, while Boston’s municipal government department heads are made up of only 5% Hispanic or Latino employees. 18% of this administration’s department heads are Black, while 22.9% of Boston residents are Black. Asians make up 3% of the department leaders in Boston’s local government, but are 8% of the city population.

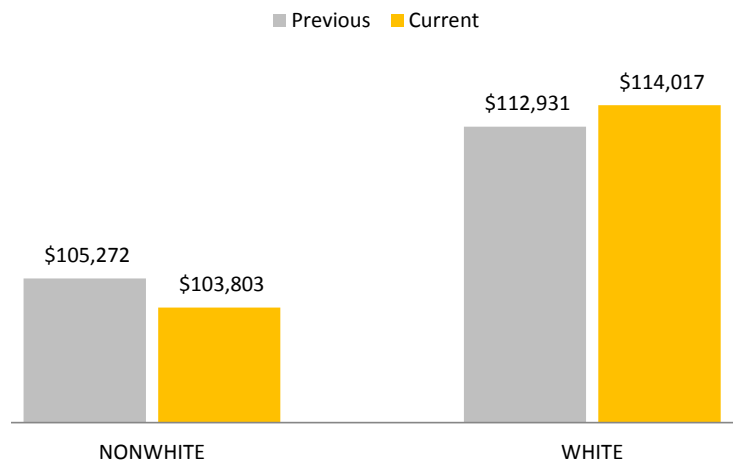
In regards to gender representation, the makeup of our current department heads actually exceeds the demographics of the city of Boston. We have 56% female Department Head representation in relation to 52% female Boston residents.

Department Head Comparison to Previous Administration. From the end of the Menino administration to now, we have seen an increase in the Black or African-American representation at the department head level from 15% to 18%. Hispanic or Latino representation has remained flat at 5%. Asian representation at the department head also remained flat under the Walsh administration.

Since the previous administration, female representation has actually increased by 4% at the department head level under Mayor Walsh.

**Annual Rate Inequity.** Under the new administration, we have also seen an increase in the annual rate gap of department heads with the average Non-White

## Annual Rate by Race

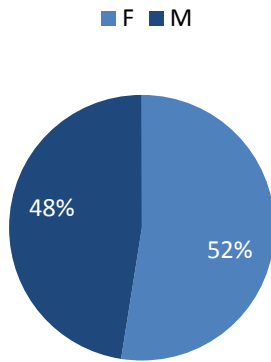


department head earning \$103,803.15 and the average White department head earning \$114,017.25 in annual rate. See Appendix for breakout by race

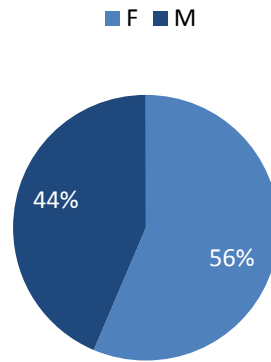
Under the current administration, we have also seen a rise in the average annual rate for white women. For men, there has been a decrease in the average annual rate for both the White and Black department heads. The Latino male population is currently not represented at the department head level.

We still see significant annual rate gaps across gender with the average male department head earning approximately \$113,451.97 and the average female department head earning approximately \$105,858.31 (\$7,593.66 gap in annual pay rate between male and female department heads).

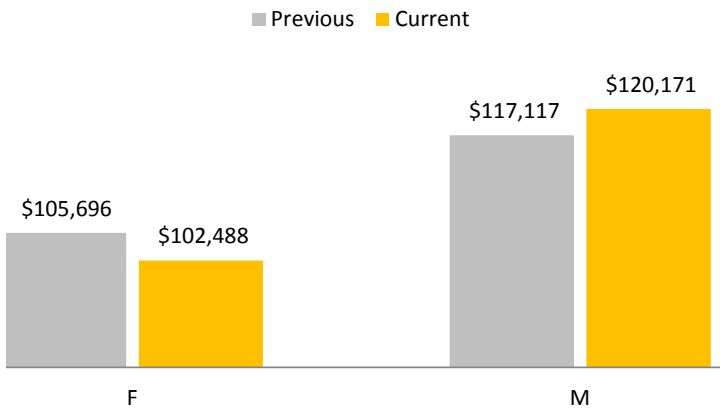
## Department Heads by Gender (previous)



## Department Heads by Gender (current)



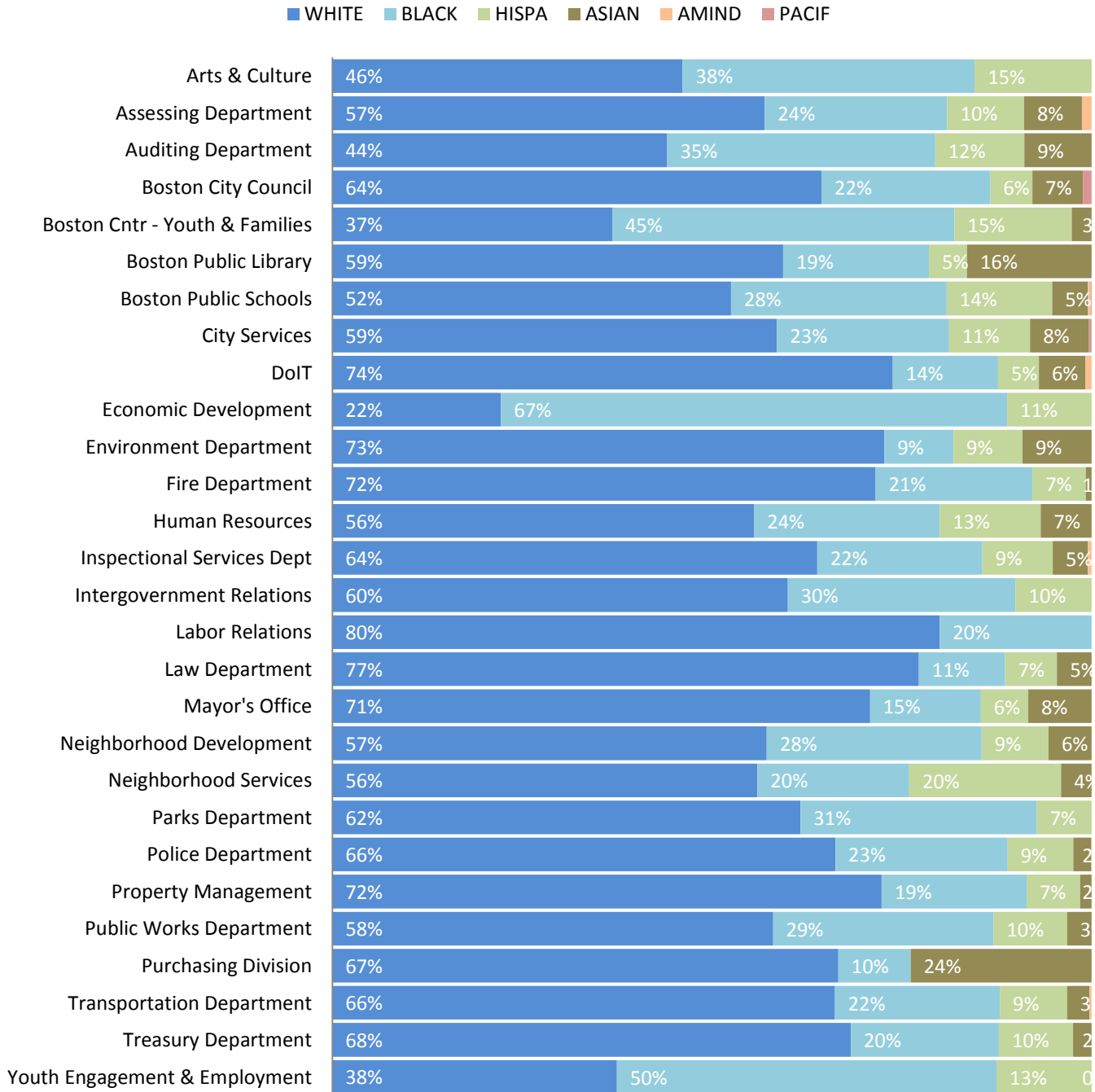
## Annual Rate by Gender



**Department Analysis of Workforce Composition.** In examining the department-wide data, we continue to see overrepresentation of the Caucasian population in most departments of city government when benchmarked against the demographics of Boston. The Hispanic population, excluding the Department of Neighborhood Services, is underrepresented in all other City of Boston departments. The Asian population is largely

underrepresented across local government departments, but are fairly represented or overrepresented in the Boston Police Department (BPD), Purchasing, and City Council. There is significant variation in terms of the Black population in a department-wide review of the City of Boston. Overall, Blacks or African-Americans are currently overrepresented in city government in Boston, making up 26% of the city workforce.

## Race by Department

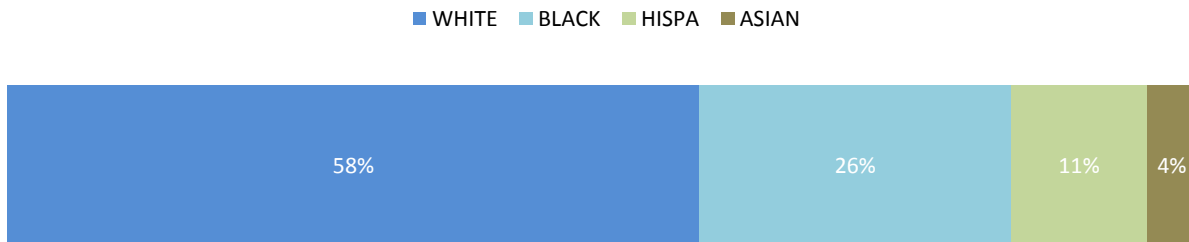


Based on percentages, our least racially diverse departments are currently Labor Relations, the Law Department, and the Department of Information Technology (DoIT) with employee bases of 80%, 77%, and 74% White representation respectively. Our three most diverse departments are currently Economic Development, Boston Center for Youth & Families, and

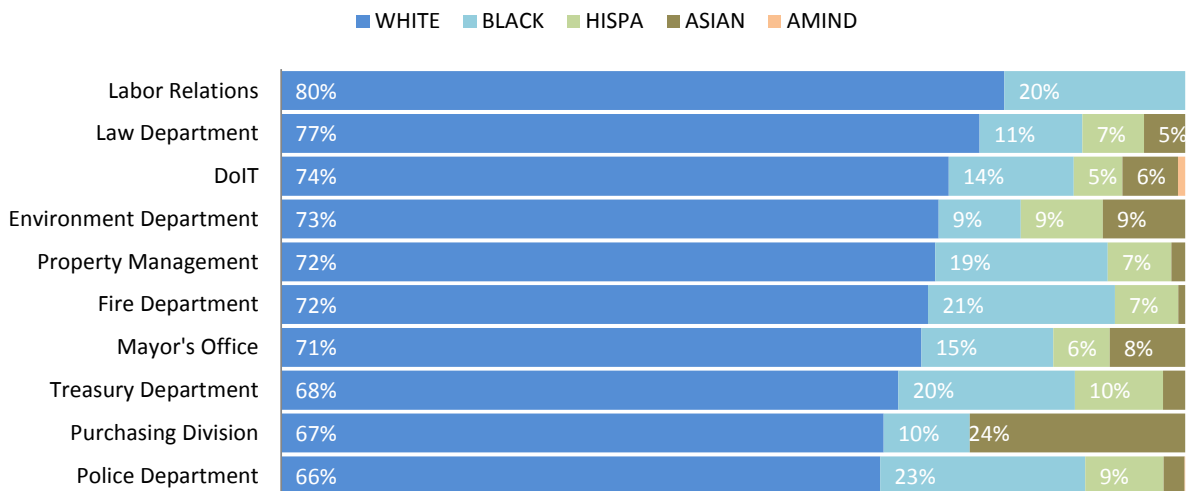
Youth Engagement & Employment.

Note: For department level analysis, we combined some departments from the raw data when appropriate. For example, Small Local Business Enterprise is grouped with Economic Development in this analysis. See Appendix for Employee Count by Department

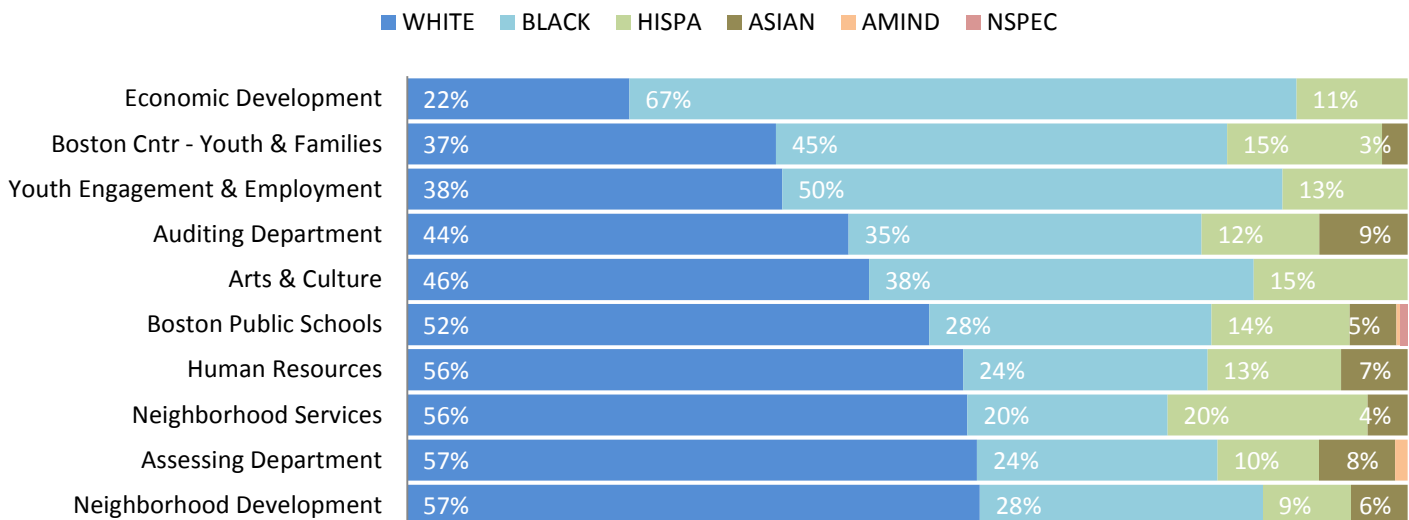
## Race



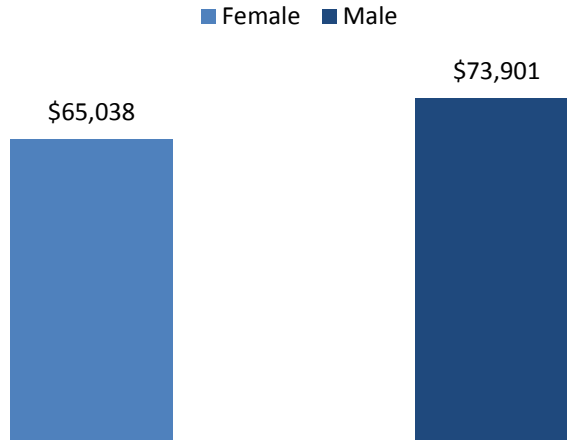
## Least Racially Diverse Departments



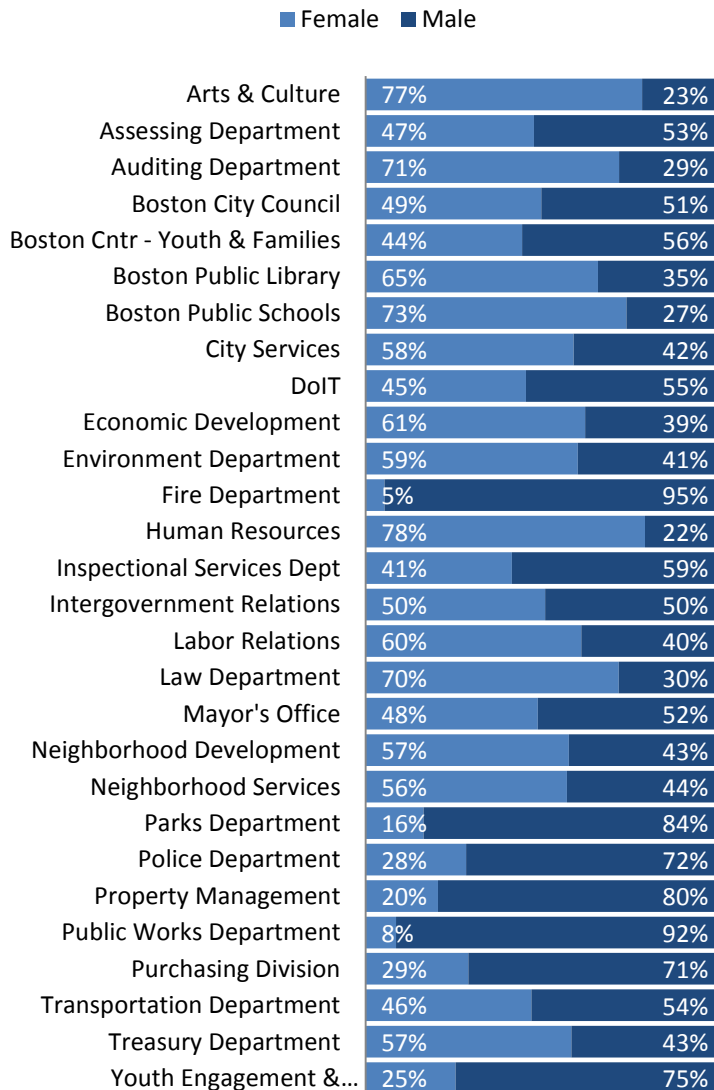
## Most Racially Diverse Departments



## Average Annual Rate by Gender



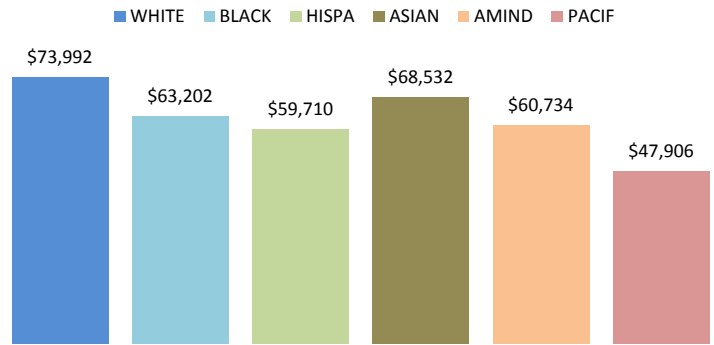
## Gender by Department



The gender breakdown of Boston's municipal departments varies greatly across departments. Boston Fire Department, Public Works Department and the Boston Parks Department are the most skewed male departments with female workforce percentages of 5%, 8%, and 16% respectively. Human Resources, Arts & Culture, and Boston Public Schools (BPS) have the highest composition of female employees with women representing 78%, 77%, and 73% respectively of each department's workforce.

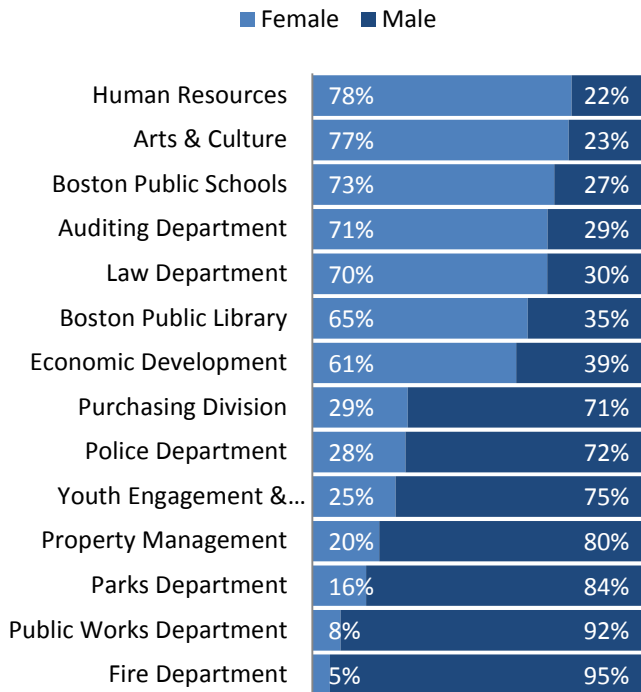
In regards to salary, we still see White employees throughout city government earning a higher average salary (\$73,991) than all other racial groups. The average salary for an Asian city government employee is slightly under 70,000 (\$68,531) and the Black or African American city employee earns an average salary of \$63,202 a year. The Hispanic or Latino city employee currently earns an average salary of \$59,702, \$14,289 less than the average salary of a White city government employee.

### Average Annual Rate by Race

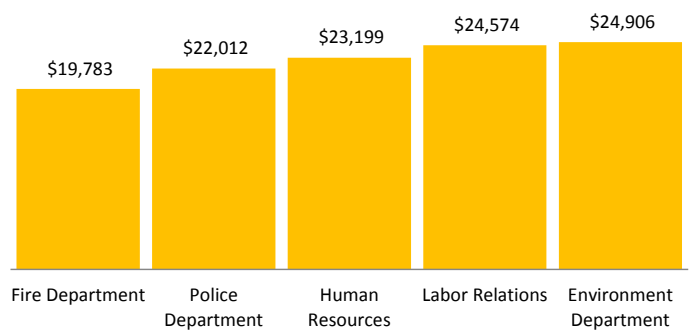


In the graphs below, we see the departments with the most significant gaps with regard to annual pay rates for men and women. Environment, Labor Relations and Human Resources have the largest annual pay rate disparities favoring male employees. Youth Engagement & Employment, Parks Department, and the Boston Center for Youth & Families have the highest annual pay rate gaps favoring women in the municipal departments. It is noteworthy that only one of the equity disparities favoring women exceeds \$10,000 in annual pay rate.

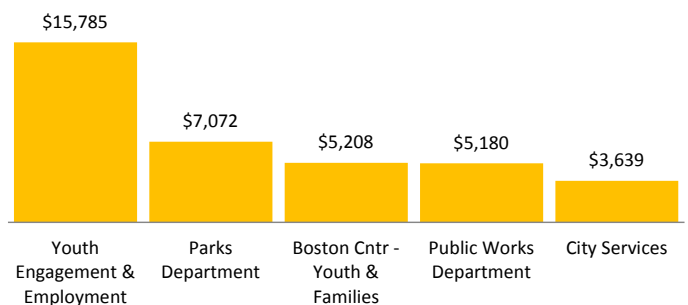
### Gender Imbalance by Department



### Highest Male Annual Rate Difference



### Highest Female Annual Rate Difference

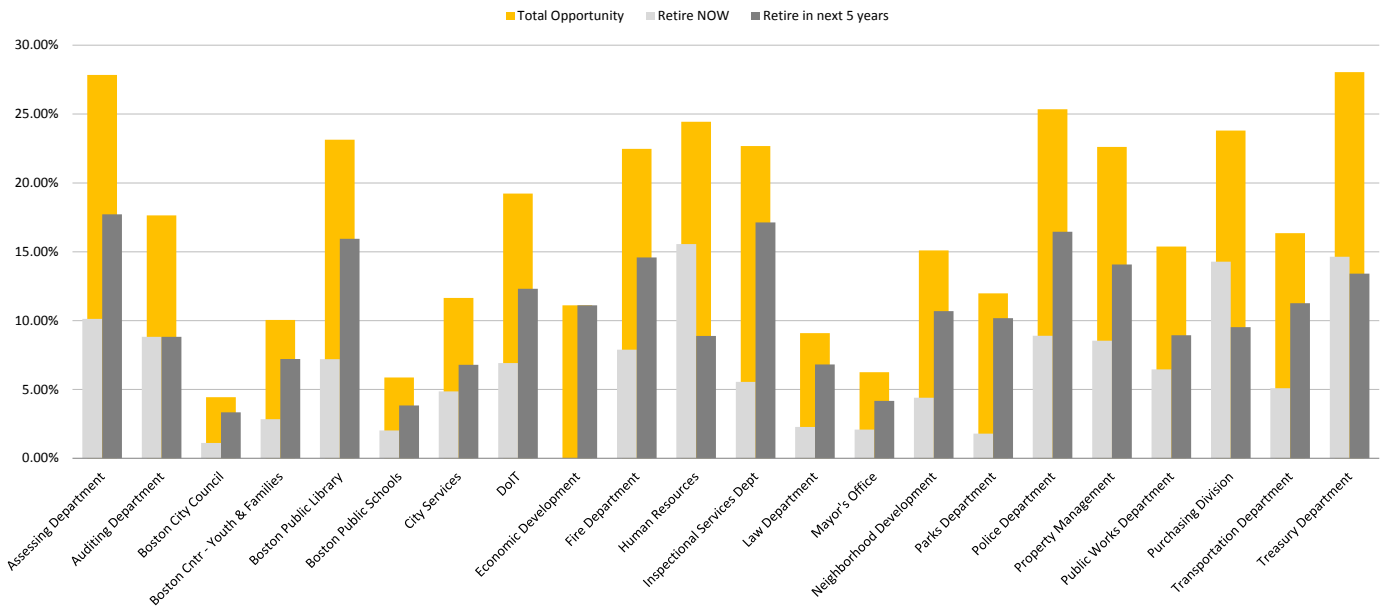


Although we have these challenges facing the composition of the municipal workforce, we have a significant opportunity in the coming years to help city government's workforce better reflect the community it serves. With 2,180 full-time employees already up for retirement or approaching retirement age in the next 5 years, the Office of Diversity will meet with Cabinet heads and department members to discuss succession plans in order to better ascertain the potential transition opportunity for each department. This will allow us to be more proactive in our preparation for this transition as an organization.

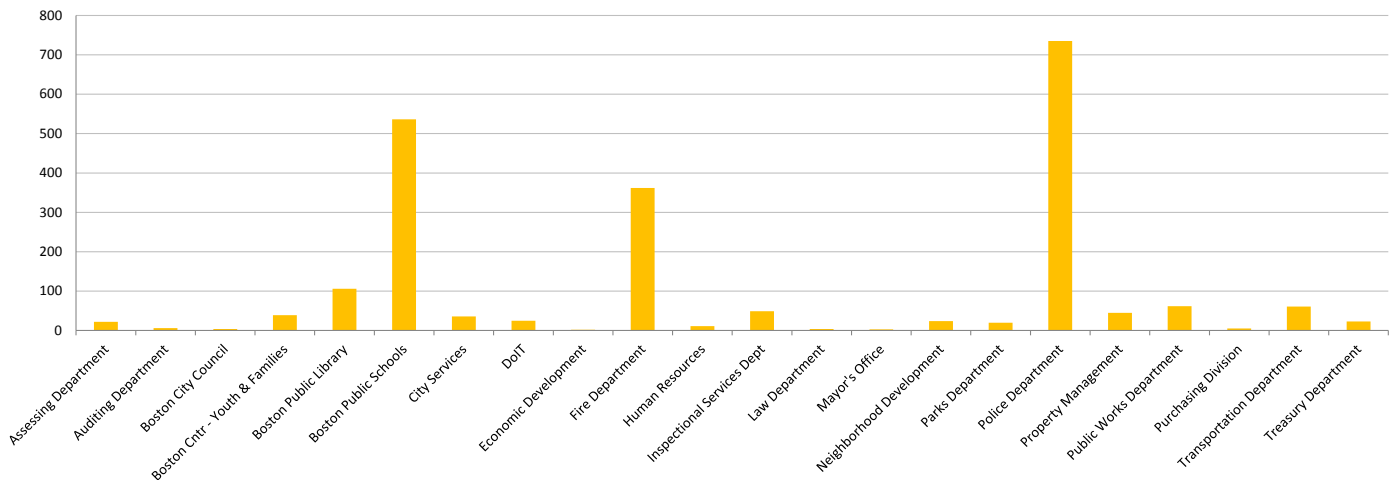
Several of the departments with highly skewed racial and gender compositions have small employee counts. The opportunity lies in two of our larger departments. Since Boston Fire Department (BFD) and Boston Police Department (BPD) make up 26.5% of the city government

workforce including BPS (57.4% excluding BPS), we know we must consider policies and recruitment strategies to diversify these particular departments to truly move the needle here at City Hall. One step we are already taking is adding a Chief Diversity Officer to the Boston Fire Department. It is currently under proposal for the upcoming budget pending City Council approval. This new position will report directly to Chief Diversity Officer, Shaun Blugh. In regards to the Boston Police Department, we are re-instituting the cadet program in order to help diversify our police force. These two departments also account for approximately 50.3% of the potential turnover opportunity related to current employees hitting retirement age in the next 5 years. In order to truly make an impact in diversifying city government, we have to make strides in these two departments.

**Retirement by Department**



**Retirement Numbers by Department (next 5 years)**





# Next Steps

## 1. Employee Engagement Survey

The Mayor's Office of Diversity will be unrolling an employee engagement survey to better assess the current employee base's views on opportunities for advancement at City Hall. As an organization, it is essential that we gain more understanding of our current employee base and its views on how we are doing as an employer in regards to diversity, professional development, and opportunities for upward mobility. We will use this report and the findings from this survey as a guideline to work with each cabinet and department head on what we can do to prepare for the upcoming pool of employees reaching retirement age as well as provide opportunities for upward mobility for diverse talent currently in the rank and file. These meetings will allow us to be more proactive in how we prepare our human capital for advancement and also frame how we recruit for external talent in the near future.

## 2. Human Capital Management Upgrade

The City of Boston is currently upgrading its HR database. As part of this process, municipal employees will be asked to self-identify their ethnic/racial background. This will provide our workforce the opportunity to voice their own identity and improve the integrity of this data as future workforce analysis reports are prepared. The Walsh administration now has new hires self-identify as part of the onboarding process.

## 3. Increased Outreach for Diverse Talent

We are working with professional organizations to aid recruiting efforts for current positions. We are also launching a pilot program with the Professional Diversity Network to reach out to more diverse networks with our job postings. We feel this will provide us with added support to make sure our openings have more visibility with the communities we need to reach. We also are currently working on a data analytics reporting upgrade that will allow the Chief Diversity Officer to track city employee hires across departments on a dashboard in his office. We are hoping to have this in place by the fall of this year and use the information to actively engage department heads. The Office of Diversity will also be able to monitor the diversity of the applicant pool for current postings of available positions.

## 4. Revisions to Policy

Mayor Walsh and the Mayor's Office of Women's Advancement in partnership with city councilors Michelle Wu and Tim McCarthy recently filed an ordinance to create the City of Boston's first-ever paid parental leave program. We know that unpaid parental leave plays a factor in the wage gap experienced by many women and also contributes to women in the municipal workforce seeking other employment opportunities when they reach that stage of their life. Implementing policies like paid parental will certainly aid our retention of women, but more importantly is the good and right thing for the city, parents, and especially the children of Boston. We encourage other organizations in Boston to follow our lead in providing paid parental leave to their employees. This administration will continue to look at ways in which we can improve policies for the well-being of our employees and the city of Boston to create a more inclusive and diverse workforce.

## 5. Diversity Training

Increased diversity training throughout city departments will also lead to better city government. The more we are able to understand the diverse perspectives of Boston with its rapidly changing demographics, the better we will be able to serve our constituents. The Mayor's Office of Diversity will work with Human Resources and external diversity training facilitators to develop training programs more tailored to the needs of each department. Creating a culture of inclusion and understanding with our own employees will lead to heightened awareness of the diversity of our constituents and make us better civil servants.

## 6. Partnerships

During the announcement of the Office of Diversity in December, we also announced the creation of a Diversity Task Force. In-so-doing we have joined with external stakeholders like the NAACP, the Urban League of Eastern Massachusetts, the Massachusetts Commission Against Discrimination and several other organizations. Several internal stakeholders, including Alejandra St. Guillen (Office of New Bostonians), Dion Irish (Office of Fair Housing & Equity), and Megan Costello (Mayor's Office of Women's Advancement) will also be involved in these meetings. The Diversity Task Force will be a great resource for the community to voice their concerns as well as a tool for which City Hall can inform the public on key initiatives currently in the pipeline. This new office understands the need for collaboration with the public sector, private companies, not-for-profit organizations and institutions of higher learning in order to comprehensively address these issues in Boston.

## 7. Employee Resource Groups

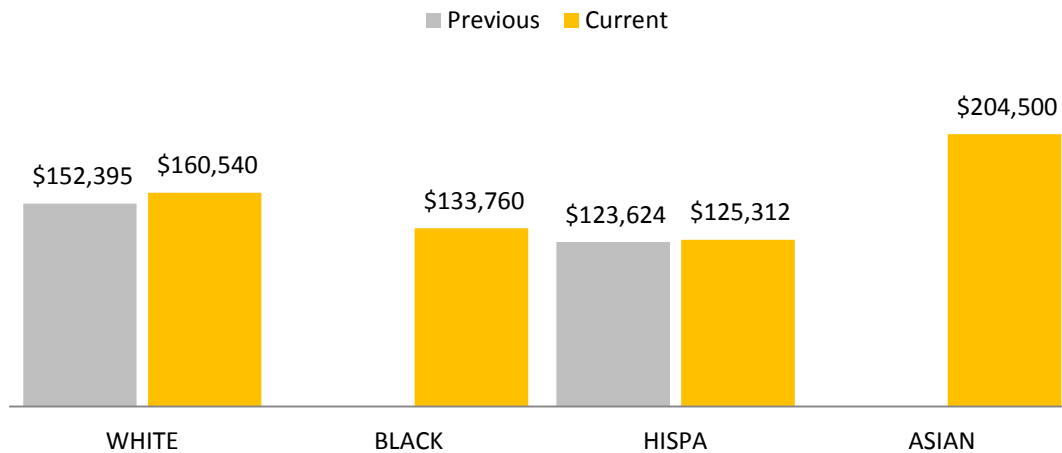
On March 24, 2015, the Mayor's Office of Women's Advancement and the Mayor's Office of Diversity hosted a lunch to form the first meeting of the women's employee resource group. To a full conference room, Chief of Policy, Joyce Linehan, shared stories of her career experience and gave advice to the women and male allies in the room on how to succeed here in City Hall. There are 5 more meetings of this employee resource group planned for the year. We hope to launch several other employee resource groups in the coming years.

The City of Boston's Workforce Profile Report serves as a benchmark to Mayor Martin Walsh and his administration on the current status of racial and gender equity within Boston's city government and lays the groundwork for the next steps for the Office of Diversity. Mayor Walsh knows there is work to be done, which is why he proactively created the new role of Chief Diversity Officer and the Mayor's Office of Diversity. The initial focus of this office will be on creating a more inclusive culture here at City Hall, but we also understand the significance this role can have in creating partnerships with the private sector, not-for-profit organizations, community leaders and academic institutions to address the major issues leading to inequity in the city of Boston. With the creation of this new office and the progressive leadership of Mayor Martin J. Walsh, we look forward to playing our part in fostering this positive change in the City of Boston and tackling these issues in city government.

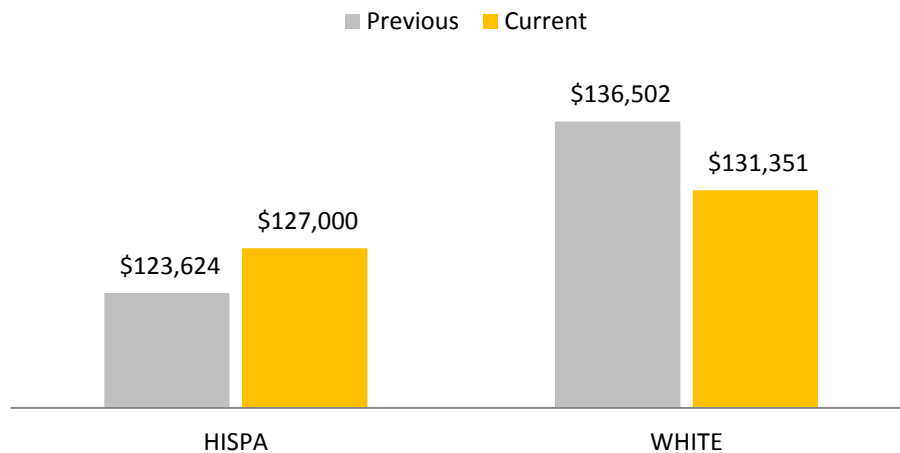
# Appendix

## Section I. City of Boston's Cabinet

### Annual Rate by Race

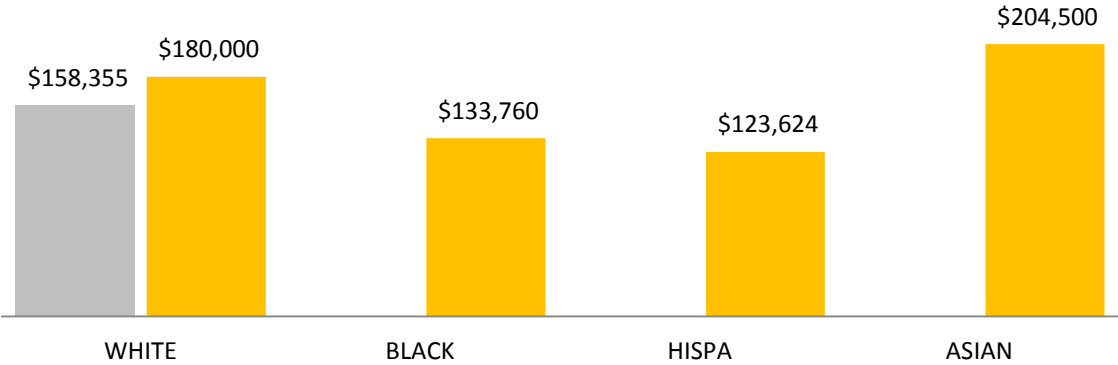


### Female Annual Rate by Race



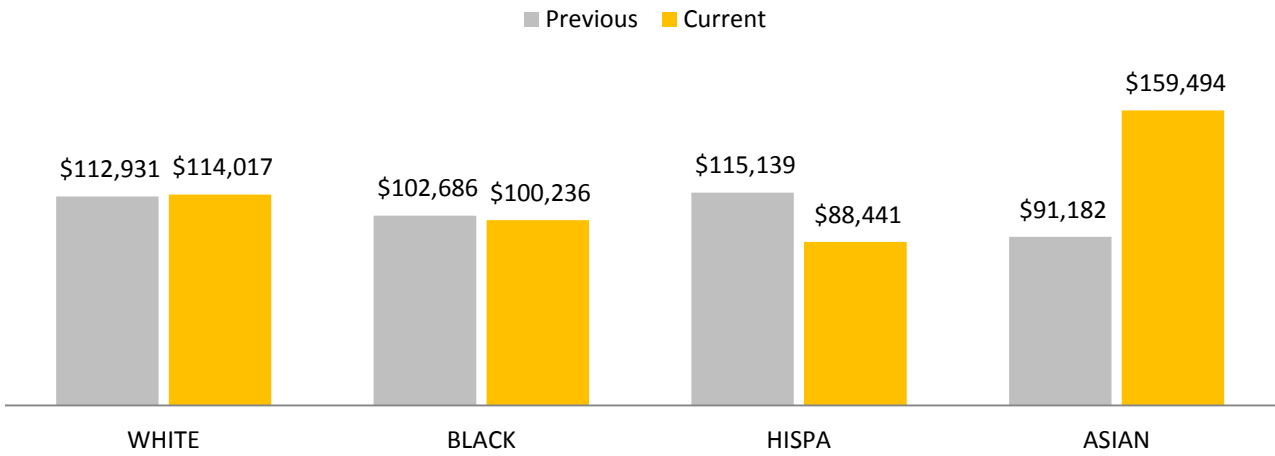
# Male Annual Rate by Race

■ Previous ■ Current

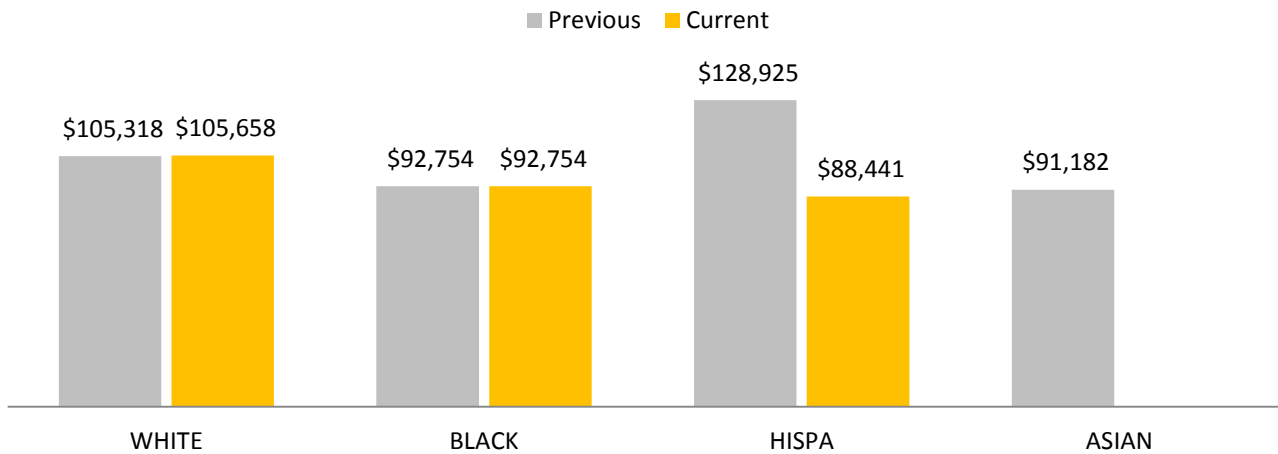


## Section II. City of Boston's Department Heads

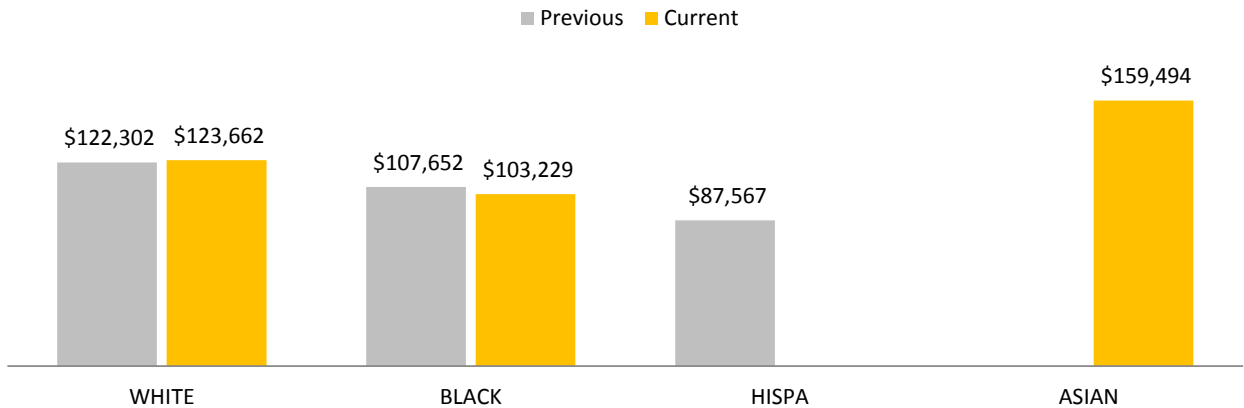
### Annual Rate by Race



### Female Annual Rate by Race



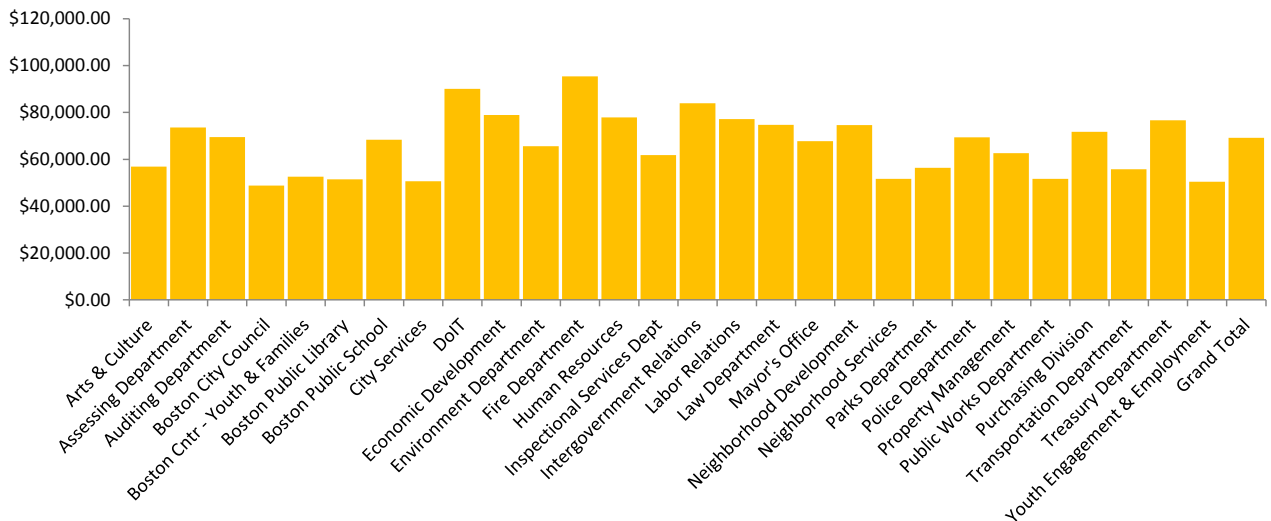
### Male Annual Rate by Race



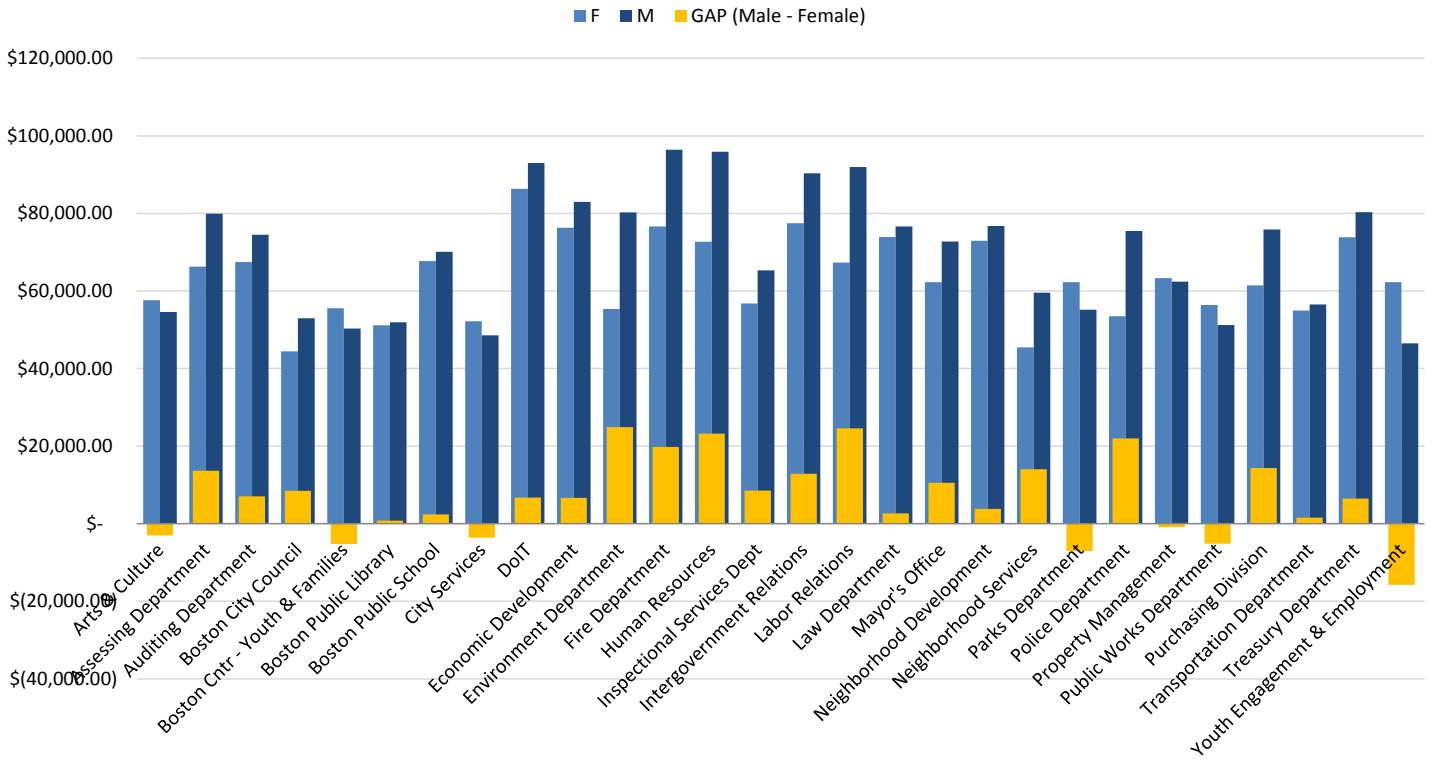
### Section III. City of Boston's Departments

Row Labels	Total	Percentage	Full-Time	Part-Time
Arts & Culture	13	0.08%	13	
Assessing Department	79	0.46%	79	
Auditing Department	34	0.20%	34	
Boston City Council	90	0.53%	76	14
Boston Cntr - Youth & Families	388	2.28%	366	22
Boston Public Library	458	2.70%	400	58
Boston Public School	9133	53.74%	8178	955
City Services	309	1.82%	267	42
DoIT	130	0.76%	129	1
Economic Development	18	0.11%	18	
Environment Department	22	0.13%	22	
Fire Department	1611	9.48%	1608	3
Human Resources	45	0.26%	44	1
Inspectional Services Dept	216	1.27%	201	15
Intergovernment Relations	10	0.06%	10	
Labor Relations	10	0.06%	10	
Law Department	44	0.26%	44	
Mayor's Office	48	0.28%	48	
Neighborhood Development	159	0.94%	149	10
Neighborhood Services	25	0.15%	23	2
Parks Department	167	0.98%	167	
Police Department	2899	17.06%	2712	187
Property Management	199	1.17%	199	
Public Works Department	403	2.37%	403	
Purchasing Division	21	0.12%	21	
Transportation Department	373	2.19%	372	1
Treasury Department	82	0.48%	79	3
Youth Engagement & Employment	8	0.05%	8	

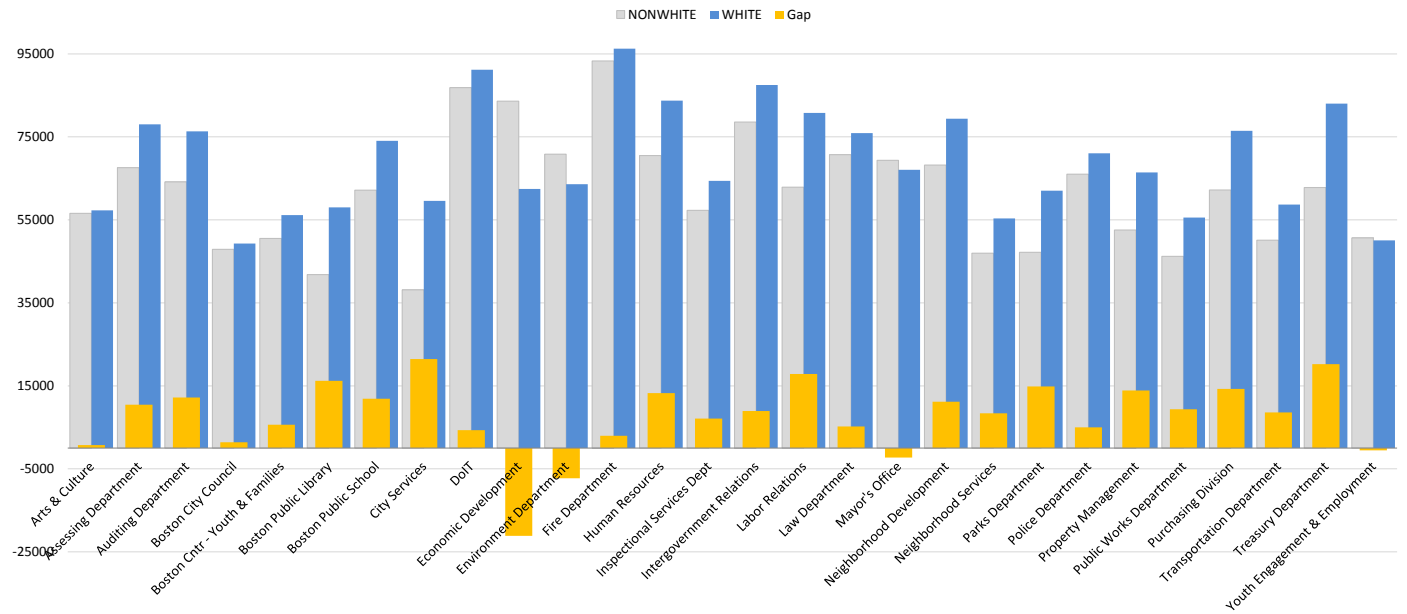
### Average of Annual Rate by Department



## Annual Rate Gap in each Department

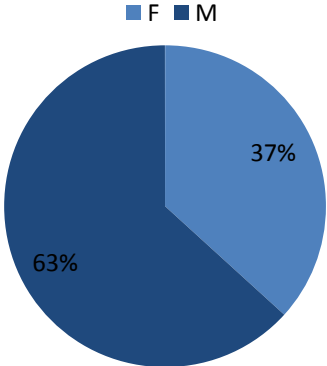


## Annual Rate by Race and Department

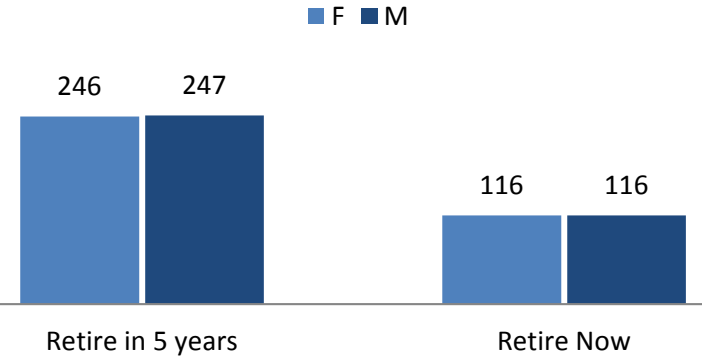


Section IV. City of Boston's Retirement

### Retirement by Gender (over next 5 years)



### Non-White Retirement



### White Retirement

