



Mary Callery  
Human Relations Director  
Nancy Do  
Assistant HR Director

## MEMORANDUM

TO: Thomas A. Golden, Jr., City Manager

FROM: Mary Callery, HR Director

DATE: April 4, 2023

SUBJECT: **MOTION RESPONSE: 4/4/2023** – C. Jenness/ C. Gitschier/ C. Nuon - Req. City Mgr. Provide A Report On The Current Status Of Recommendations From The 2019 Clifton Larson HR Audit; Including What Has Been Implemented To Date And The Current Status Of Other Suggested Improvements

In 2021, *CliftonLarsonAllen* completed a Human Resources and Diversity, Equity, and Inclusion Assessment. Their observations and findings resulted in nineteen (19) recommendations, all issued with a priority level.

To date, the Human Relations Office has worked to accomplish fulfilling the following recommendations:

- Diversity, Equity and Inclusion (DEI) Officer position created. A candidate was hired to spearhead all DEI related matters. (Recommendation #1)
- Continued leveraging of the City's MUNIS system to be more efficient and productive (Recommendation #2)
  - o The City's Applicant Tracking System launched on April 4, 2022 and has improved the applicant experience and streamlined the hiring process to become more efficient.
  - o FMLA code to track time used under FMLA in MUNIS
- DEI messaging created to be included on all job postings to convey the City's values and commitment to DEI (Recommendation #3)
  - o **“The City is committed to encouraging diversity and inclusion through equitable opportunities for all community members. The aim is for our workforce, including contractors, to be truly representative of all sections of society and our community, and for each team member to feel respected while fostering belonging”**
- Improved commitment to reaching out to the community to promote careers with the City of Lowell and improved recruiting efforts (Recommendation # 6)
  - o Increased presence on social media and exposure to community organizations
  - o Participation in Job Fair
  - o Collaboration with MassHire



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- Utilizing existing resources such as LinkedIn Learning to create a more structured learning experience for employees (Recommendation #7)
  - o Draft version of LinkedIn Learning memo with information to be finalized and distributed to employees
- A new HR Generalist position created and hired to provide additional support in the HR office (Recommendation #10)
- Training and refreshers for Managers on the hiring process in the City of Lowell (Recommendation #11)
  - o Hiring procedure documented and distributed to departments
  - o DEI training for Department Heads and Assistants through Middlesex Community College
  - o Leadership Training Institute
  - o Collins Center
- Continued efforts to update job descriptions to incorporate inclusive and inviting language while assessing the accuracy of roles and responsibilities prior to job posting (Recommendation #13)
- Redesign of the Employee handbook to include updated policies to serve as a single source policy reference; To be distribute to new hires and current employees once completed (Recommendation #16)
- Improved termination process for employees leaving City Employment (Recommendation #17)
  - o Conducting exit interviews for feedback
  - o Departments are notified by HR to ensure disabling access and collecting City issued property