

People Ops 2025 Impact Report

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Executive Summary

CITY *of* **BOSTON**

Who we are



Human
Resources

Labor
Relations

Public
Records

Registry

Elections

Established in
2022

5 Different
Departments

100+
Total Staff



**People
Operations**

Our values

Human-centered

Informed and responsive

Clear, consistent, and predictable

Equity-driven

2025

Our impact
in numbers

Employee Programs & Services

9,455

Employee **inquiries resolved** through the Beacon HR service center

1,729

Confidential **support encounters provided** by the Employee Assistance Program

30,205

Subsidized **MBTA monthly passes** provided to employees

45

Scholarships awarded to employees seeking graduate degrees

464

Employees trained in leadership and conflict management skills

669

Employee leave and accommodation **requests approved**

793

Free **Bluebikes memberships** activated by employees

Recruiting & Hiring.

1,007

Employees hired across the City (not including BPS & quasis)

6,023

Unique visits to the City of Boston's **LinkedIn page**

889

New subscribers to the Career Connection newsletter.

90%

Summer interns would consider **working for the City** full-time.

Employee & Labor Relations

73

Employee **complaints addressed.**

49

Grievances resolved before going to arbitration.

76

Step hearings conducted and **decisions reached.**

Records Request Processing.

10,789

Total **public records requests** were received in 2025.

93%

93% of public records requests received this year were **fulfilled**.

↓ **80%**

Outstanding requests were **reduced** by nearly 80%.

↓ **60%**

Average **closure time dropped** 60% from 35 to ~14 days.

116,190

Birth, marriage, and death **certificates issued**.

40,000

Transactions **completed in-person** at City Hall.

335

Free vital records requests completed for those unable to pay fees

15h

15 hours and 36 minutes **average fulfillment time** for vital records.

Election Operations

95,690

Ballots counted in the 2025 General Election.

274

Electronic **poll pads** deployed citywide to expedite voter check-in.

 **90%**

Reduction in **voter check-in time** using electronic poll pads.

75

Volunteers staffed the General Election day call center.

1,600

Total **calls tracked on Election day** in Sept and Nov elections.

 **79%**

Reduction in Election day **call queue** time.

1,018

Poll worker **exit survey responses** collected in Sept and Nov elections.

92%

Poll workers reported **most/all questions answered**.

2025

Our impact

in words



“This was probably one of the best work experiences of my life. The **Summer Internship Program** is so comprehensive and I'd highly recommend it to anyone interested in working for Boston's local government.”

— **Summer Intern**



“The whole **[Election Day] process** was carefully explained, and the hands-on practice at the end of training helped so much.”

— **New Poll Worker**



“I have been involved in various seminars and trainings, and the **City Supervisor Orientation** is one of the very best I have had a privilege to attend. The breakout sessions were well structured and the staff did a good job. Excellent work overall!”

— **City Supervisor**



“The [**Wellness Fair**] was actually really cool. I learned about a bunch of programs and services I didn’t know were available through my health plan, and I won some cool swag too!”

— **Employee**



“What I’m learning in my MBA classes shows up immediately in my work for the City. The value of this [**Employee Scholarship**] can’t be measured, but I feel it every day.”

— **Employee Scholarship Recipient**



“The **Employee Resource Group Fair** was thoughtfully planned and gave our group a real platform to share our mission, recruit members, and build momentum.”

— **ERG Leader**

2025

Project spotlights



Human Resources

Keeping an eye on our vital signs

From case volume to clarity, the **Employee Relations dashboard** helps OHR to spot case patterns early, act sooner, and resolve issues faster.

The Problem

Case records were scattered across files and spreadsheets, **slowing records requests** and **limiting visibility into trends** and repeat issues.

The Innovation

Built an **integrated case management system** in Servicenow, customized to ER workflows and refined through real-world use.

The Outcome

- **One system for all cases**, reducing risk and manual effort
- **Trend-ready data** to inform policy, training, and prevention
- **Clear accountability** with a 90-day SLA and automated alerts



Registry

Mail you can trust

The Registry's new **Tracked Mail System** gives residents and teams confidence that important documents and deliveries land where they should.

The Problem

Without mail tracking, residents and staff lacked visibility into delivery status, creating **delays and uncertainty**.

The Innovation

Introduced a **tracked mail option** at checkout and **integrated carrier tracking** across Registry order workflows.

The Outcome

- **End-to-end delivery visibility** for time-sensitive records
- **Clear chain of custody** from order to delivery
- **478 tracked orders** delivered across 35 states and 3 countries with **zero status complaints**.



Labor Relations

From principles to practice

OLR's revised **Labor Relations Handbook** takes the guesswork out of managing a union workforce with consistent, actionable guidance for managers.

The Problem

City managers **lacked a single, reliable source** of labor relations guidance, leading to **inconsistency and avoidable escalation**.

The Innovation

Completed a **full revision of the Labor Relations Handbook**, aligning core principles with practical tools and templates for common scenarios.

The Outcome

- **Clear, actionable guidance** for sensitive labor matters
- **Consistent, equitable outcomes** through shared standards
- **Time saved** with ready-to-use templates

Language access in action

The City's new **Bilingual Pay Differential** pilot program aligns fair compensation with operational need to enhance accessibility and build trust.

The Problem

The City lacked **equitable pay** and visibility for employees using **bilingual skills to serve residents** every day.

The Innovation

Launched a Citywide bilingual pay differential pilot with a **streamlined application, testing, and tracking** process in Beacon and comprehensive **stakeholder guidance**.

The Outcome

- **40 employees approved** for bilingual pay differential.
- **Expanded visibility** into where language skills support resident services.
- **Strong early adoption** across high-need departments and languages.



Human Resources

A pipeline to public service

Small changes to the City's **Summer Internship Program** provide a more meaningful public service experience while building a more inclusive and effective early-career pipeline.

The Problem

Intern feedback from previous years revealed **inconsistent support** and **access to meaningful work** assignments.

The Innovation

Redesigned core program mechanics—requiring **clear work plans**, improving **role matching**, and strengthening **manager guidance** across departments.

The Outcome

Compared to 2024, intern outcomes improved across key measures:

- More **meaningful work** (↑31%)
- Stronger **support from managers** (↑35%)
- A more **welcoming experience** overall (↑22%)