

Civil Service

2018-2019 Strategy and
Concept Document

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BACKGROUND AND INTRODUCTION

Civil Service provides merit-based, objective, and apolitical personnel services related to hiring, promotions, discipline and termination. These functions are critical to the city because they provide mechanisms for creating the diverse, highly qualified workforce that is ultimately responsible for the execution of the joint Administration - City Council strategic plan.

The Civil Service Department provides a suite of programs and services to support approximately 1900 personnel in 350 classified positions that fall under the authority of the Civil Service Commission. These services predominantly include: commission rule interpretation and customer service related functions for internal and external job applicants; job surveys and classification of work; open, competitive entry-level and promotional examinations that are free from the political influence; certification of payroll; certification of eligible candidates; and provision and maintenance of eligibility lists.

In addition, the commission serves in a quasi-judicial capacity and adjudicates employment, disciplinary, and termination disputes as they arise. Civil Service staff also provide clerking and administrative services to support the general operations of the commission and the department.

The current operational tempo in the Civil Service Department is high and is projected to remain elevated for the foreseeable future due to several factors. Primarily, there is an ongoing body of work related to filling vacancies for anticipated retirements and routine staff turnover. The demand for job requisitions has exceeded pre-recession levels by 26%. This trend is expected to increase over the next several years.

Further, requests for job surveys, reclassification of existing positions and new classifications are becoming more common due to the evolution of the type and nature of work that is occurring throughout the City. This unanticipated development is contributing to an increased workload for commission staff.

In addition, the department is working on supplementary programs and services designed to provide greater understanding of the Civil Service system, a higher level of customer service and a better user experience for internal and external clients and stakeholders. The department has also committed to partnering with the City on a variety of strategic initiatives, such as 21st Century Workforce and Supported Employment.

The 2018-2019 Strategy and Concept document that follows is designed to ensure a common operating picture among commissioners and department staff to aid in the successful execution and achievement of the department's established strategic and tactical goals.

It may also serve department heads, union leadership, city personnel, and the general public in understanding the priorities and work being undertaken by the Civil Service Department, for the purpose of providing transparency, encouraging collaboration and building strong, lasting partnerships.



Civil Service

Fair. Fast. *Friendly.* **Forward.**

MISSION

Providing a diverse, high-performing workforce to serve the Spokane community for generations to come through open, competitive, streamlined, and customer-centric personnel services.

STRATEGIC AND TACTICAL GOALS

Create an organization that mirrors the demographic composition of the Spokane community

- Develop comprehensive, collaborative recruiting efforts
- Adopt Excepted Schedule for Supported Employment
- Remove identifying info from lists
- Broaden discretion for appointing authority

Create a proactive and responsive structure and processes to meet the changing needs of the City organization:

- Revise rules
- Restructure Classification Plan
 - Simplify
 - Reduce need for regular re-classification/new classification through structure
 - Reduce classification creation time
- Revise Testing Plan
 - Simplify
 - Create modular testing structure
 - Reduce test development time
 - Reduce test administration time

Provide exemplary customer service to applicants, employees, and hiring managers:

- Relate and educate stakeholders/users:
 - define purpose Civil Service in practical terms
 - who we are
 - what we do

- why we are important
 - when/how to connect with us
- Improve navigation through our processes
 - Create resource sheets for services/processes
- Rebrand Civil Service
 - Promote our value
 - Value as an independent body
 - Value in support of City's strategic efforts
 - Create elevator speech

Develop a high-performing, resilient Civil Service Department

- Create a culture of learning and development
- Leverage technology
- Establish continuity and succession planning
- Develop performance measures
- Create ongoing process improvement cycle

PERFORMANCE MEASURES

The Civil Service Department is working on creating internal and customer-focused data points to measure and analyze deep organizational and market trends. The internal measures will help Civil Service Staff identify progress and deficiencies as we work toward achieving our vision and strategic goals. The customer-focused measures will help us measure the perceived impacts of our work in comparison with internal data trends. This will allow us to ensure that our results are driving an increased level of satisfaction for all of our customers. The points below represent the main focus areas for performance measure development.

Baseline Internal Lenses:

- How do we help promote the value of Civil Service?
- Are our actions in alignment with our vision, mission, and strategic goals?

Baseline Customer-focused Lenses:

- How do we help the City of Spokane become a City of Choice?
- How do we help the City of Spokane become safer, smarter, and healthier?

The first tool that is being developed is a dashboard that compares demographic statistics of City staff to those of the City of Spokane and Spokane County, and eventually the Spokane Coeur d'Alene Metropolitan Area. Over time, this will also measure changes in staff demographics so that we may see, for example, how demographics may change in response to recruiting efforts. Moreover, as the Classification Plan is finalized, the dashboard will also include City staff demographics across specific class tiers, such as entry-level, fully competent, and managerial classifications to see how representative the City is at different levels of authority. The dashboard is in development, and should be ready for launch in mid-December. It will add additional functionality throughout 2019.

The second feature of this initiative will be a project management tool to collect data on the lifecycle of each recruitment and classification assignment. We are working with the IT department to develop a user-friendly tool that can be shared between analysts and administrative staff to manage tasks and collect data that can be used in the future to

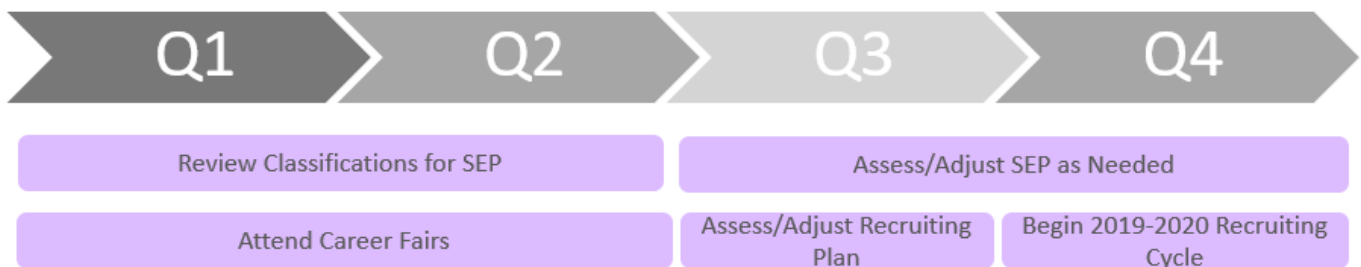
properly prioritize and schedule work. This tool will be in development through December, and ready for department use by the start of 2019.

The third method for measuring our performance will be to gather feedback on our services from job applicants, recent staff hires, and hiring managers within the City. We plan to deploy bespoke surveys to gain valuable information that is not currently being collected. We want to learn how Civil Service is perceived and how our systems are used in order to improve our services and be better stewards of our role within the City. The survey language will be finalized by the end of November, and will be established in SurveyMonkey and ready for use by the end of 2018.

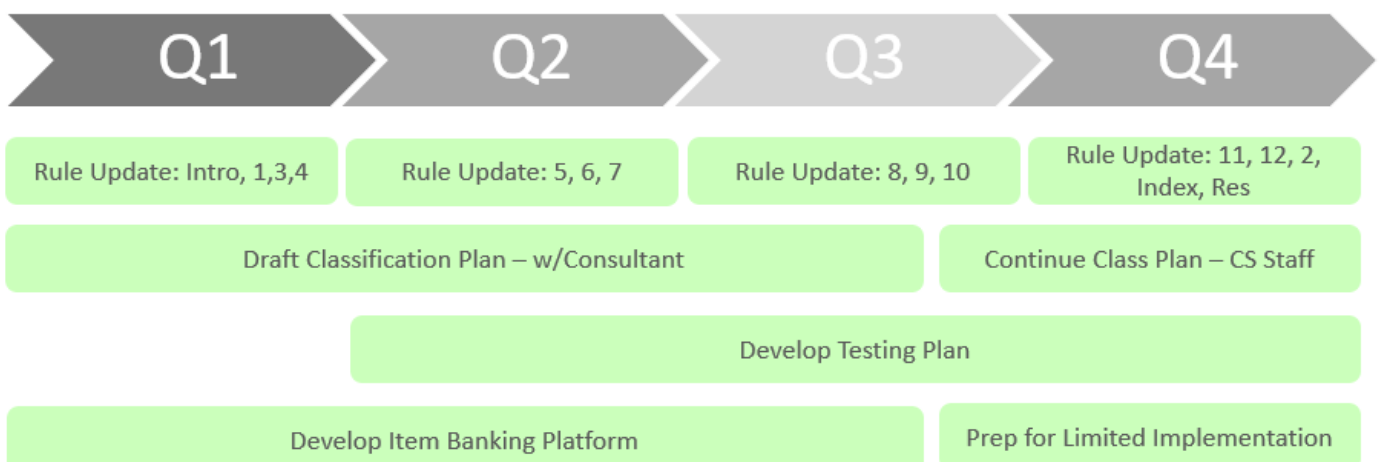
WORK PLAN AND PRIORITIES

The work plan below provides a high-level overview of the general timelines when major task areas will be accomplished throughout 2019.

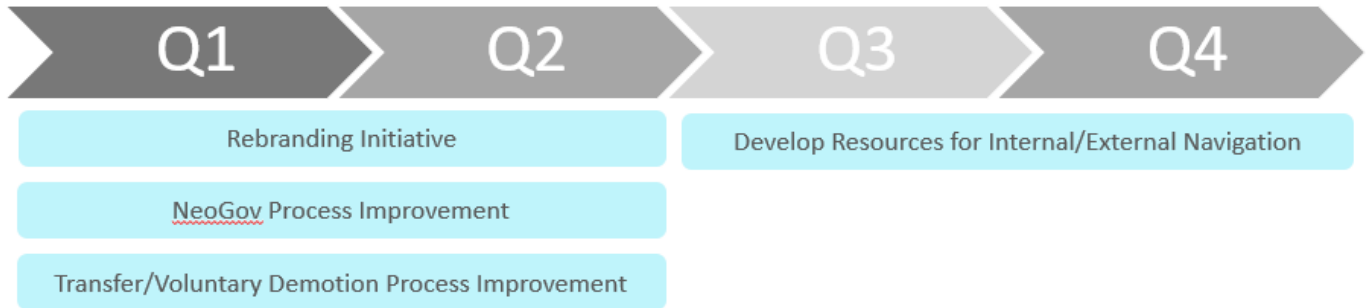
Create an organization that mirrors the demographic composition of the Spokane Community



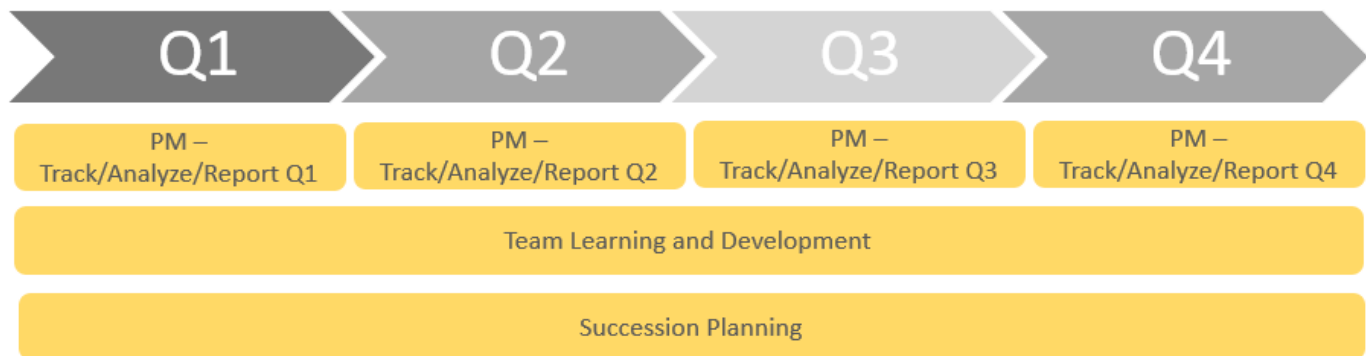
Create a proactive, responsive structure and processes to meet the changing needs of the City organization



Provide exemplary customer service for applicants, employees, and hiring managers.



Develop a high-performing, resilient Civil Service Department.



The priorities matrix is designed to provide a common approach to assist staff in the daily planning and execution of work. It is also a mechanism to ensure work is being accomplished according to our defined goals, not necessarily perceived urgency.

General Work Priorities

High

- Rules
- Classification Plan
- Fast Test/Item Bank
- Training/Cross training

Medium

- Scheduled recruitments/tests
- Rebranding
- Developing performance measures

Low

- Request for new classifications
- Recruiting
- Developing organizational lines of progression

BUDGET

Civil Service budget authority is derived from the City Charter, which provides an annual allocation between 0.5 and 1 percent of the last completed fiscal year's total payroll of the classified city employees. The funds are designated for use by the Commission to support departmental operations. Any unexpended funds are returned at the end of the fiscal year.

Fiscal support for the department comes from the General Fund. The 2019 line item adopted budget is provided below. With exception to the temp/seasonal and out-of-grade line items, the funds requested in salaries, benefits, and inter-fund payments are fixed by the finance department. The 2019 adopted budget is \$1,144,396 or 66.5% of the maximum classified payroll allotment; \$27,000 less than the 2018 adopted budget. This decrease comes as the result of salary adjustments due to changes in personnel.

Minor adjustments have been made to line items in the operating budget in an effort to consolidate line items, and reflect the desire to leverage technology and invest in staff training and development. The impact of those changes is budget neutral.

SUCCESSION PLANNING AND RESILIENCE BUILDING

Succession planning and resilience building are complementary practices. Building redundancy within the Civil Service Department creates continuity. It also offers staff a variety of opportunities to learn the functions and develop the skills needed to advance. Tangential benefits can be reaped from these practices as well, including the ability for staff to disconnect from work while on vacation or out sick.

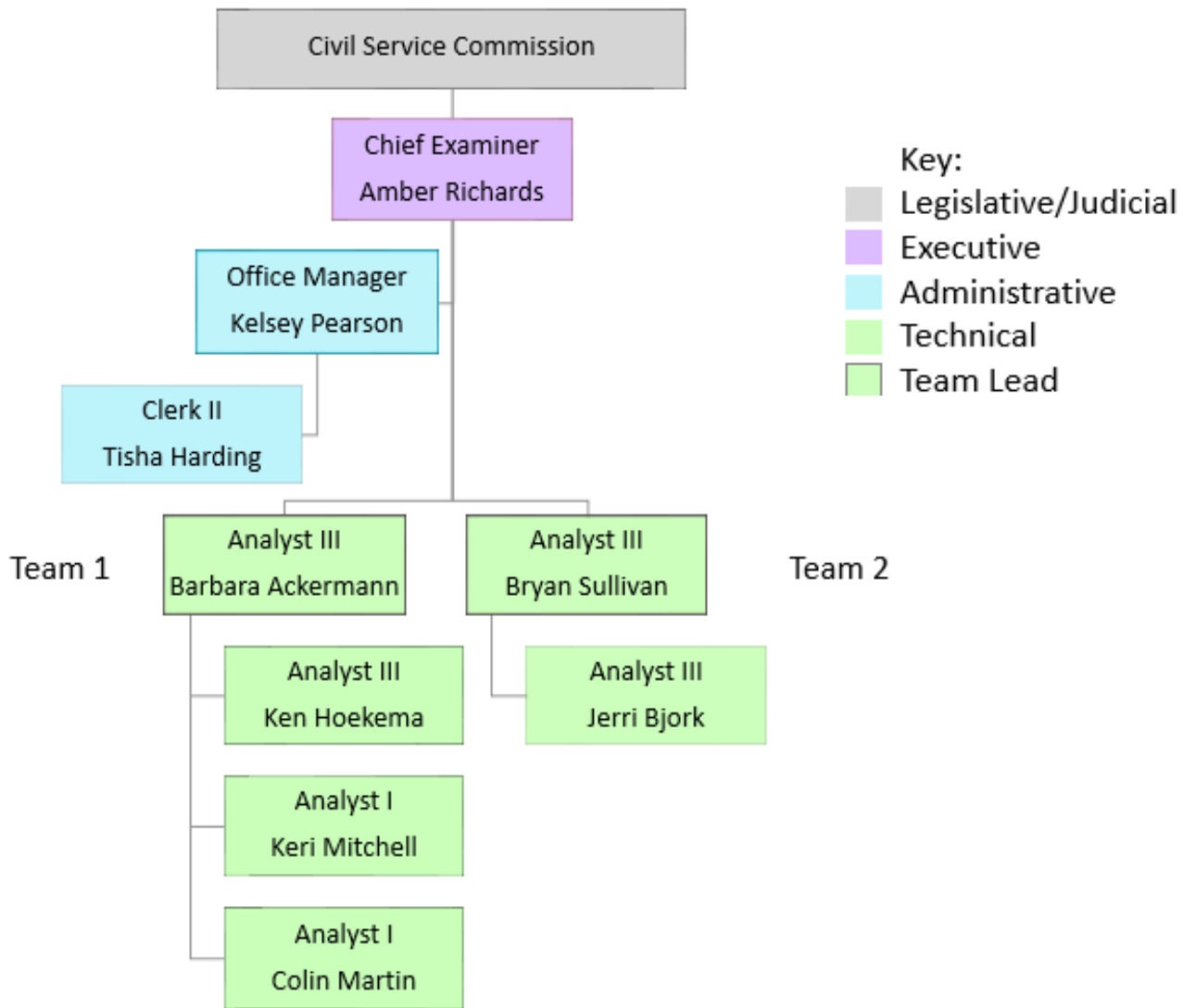
CONCEPT OF OPERATIONS

The Civil Service Department is divided into four main functions: legislative, executive, administrative, and technical. Each manager/team lead will have one or more designated backup personnel who will be trained in the core functions of the role.

Managers and team leads will make every effort to include subordinate staff in meetings and activities that offer opportunities to learn the core functions of their role. In addition, managers and team leads will lead by example in the sharing of information, best practices, and knowledge across teams and functions. They will foster an environment that promotes these conventions throughout the department.

During planned absences exceeding 2 business days, the manager or team lead will designate a backup from the line of succession via email prior to departing. The designee will serve in an acting capacity until the manager or team lead returns.

The following org chart represent the Civil Service department structure in its current state. Department needs will be evaluated over the course of 2019 based on the current and projected operations tempo and organizational demands, to determine if additional resources or a further changes in the department structure are warranted.



Lines of Succession

<i>Function</i>	<i>Line of Succession</i>
<i>Legislative/Judicial</i>	Commission Chair
	Vice Chair
<i>Executive</i>	Chief Examiner
	Analyst III Team Lead
<i>Administrative</i>	Office Manager
	Clerk II
<i>Technical</i>	Analyst III Team Lead
	Analyst III

LEARNING AND DEVELOPMENT

Learning and development is the foundation to successful succession planning and resilience building. These mechanisms also drive process improvement and creativity. Additionally, training and development opportunities foster a sense of worth among staff, provide freedom of movement within the organization, generate enthusiasm and momentum, and can lead to increased engagement.

Civil Service staff are authorized to spend approximately 10 % of their time on learning and professional development. Staff have been asked to identify short and long-term career goals and training and development experiences that align with those goals. The goals will be evaluated during the annual performance review process. Appropriate budget will be allocated in support of this initiative.

In addition, priority will be placed on cross-training and mentoring within the department with special emphasis on including interested or more junior staff in discussions, meetings and/or events that provide growth and/or learning pathways.

PROGRAM AND INITIATIVES OVERVIEW

COMPREHENSIVE RULES REVIEW

The Civil Service rules establish the fundamental principles that provide the foundation for the Civil Service System and how it is governed and administered. This document provides the framework for decision making, establishes the body of work the department undertakes, and defines the roles and responsibilities for different functions within the organization. A comprehensive rule review is required every five years. The most recent rule review process was completed in 2017, but a number of challenges continue to exist within the document. Many rules are unclear in application, poorly defined, or difficult to interpret; roles and responsibilities are not clearly defined; there are dead-end references; and we have policies that should be looked at in the context of their impact/value. A comprehensive rule review is needed to address these issues.

CLASSIFICATION PLAN

A Classification Plan is a systematic framework for grouping jobs into common classifications based on similarities in duties, responsibilities, and requirements. The plan provides an appropriate basis for making a variety of decisions about City positions through a fair, objective, and consistent method. Historically, Civil Service relied heavily on past practice in forming classification maintenance and policy decisions. Our aim is to develop a modern, clear, concise, well-defined Classification Plan to guide best practices and to facilitate improved responsiveness to the needs of the organization.

SUPPORTED EMPLOYMENT PROGRAM

The Supported Employment Program (SEP) is designed to remove the barrier that competitive examination poses to individuals with disabilities in search of employment with the City. Conceptually, SEP is based on the Federal Schedule A excepted schedule, which allows for a waiver of examination for certain classified positions within the merit system. The program pilot will launch on January 1, 2019 for a limited set of classified positions.

STRATEGIC RECRUITING

Civil Service and Human Resources have developed a joint recruiting team who worked together to come up with a game plan for restocking branded giveaway items, undertook a booth redesign, and created a schedule for career fairs and other recruiting events for the 2018-2019 season. Overall, the concepts the team worked on are designed to:

- Host a booth at two events simultaneously
- Attract more passersby
- More prominently display key information
- Create a more visually appealing display
- Better quality display items that are easy care and wrinkle resistant

The team also developed a recruiting plan that incorporates generalized recruiting best practices and targets hiring events that will best serve the City's hiring needs. A more targeted recruiting plan will be developed as Civil Service modernizes and processes allow for this approach.

BRANDING AND RESOURCE DEVELOPMENT

Civil Service will undergo a rebranding process to reflect our updated strategic goals and more directly promote our value as an independent body within the City. This initiative will tie-in with our department's recruiting program and is designed to communicate the importance and purpose of Civil Service to current and future employees. This will include the development of supporting resources, such as informational events and publications, to explain department processes and foster transparency about Civil Service operations. The rebranding project will begin in the first quarter of 2019 and will be at least a year-long process.

ITEM BANKING

A professionally developed item banking and examination delivery system provides Civil Service with the opportunity to utilize best practices to increase reliability and validity in our assessments. This will ultimately streamline the test development process, increase productivity and provide cost savings to the City. The FastTest platform allows Civil Service to manage a pool of high-quality test items from which an assessment can be easily constructed and delivered by providing a system for item development and review, workflow management, and storage of item metadata. This secure system creates a flexible workspace that supports a variety of test delivery methods that can be accessed by analysts, subject matter experts, and test takers anywhere, anytime.

TEST PLAN

The Civil Service test plan will provide a common framework for staff to uphold professional standards of assessment with a new competency-based model. Guidelines will support modular, job-related examinations in compliance with the federal Uniform Guidelines on Employee Selection Procedures, state and local civil service regulations, and current best practices. The plan will present both data-driven and qualitative methods to measure the quality of our exams. Timeframes for eligibility list generation should be shortened and the quality of candidates should be improved by removing duplication of efforts for both Civil Service staff and job applicants. Implementation of the plan will be phased in during 2019 and 2020 as our staff is trained, the item bank is developed, and existing eligibility lists expire.