



AGENDA

REGULAR MEETING OF THE CIVIL SERVICE COMMISSION

9:30 AM JULY 16, 2019

CITY HALL – COUNCIL CHAMBERS

808 W. SPOKANE FALLS BLVD., SPOKANE, WA 99201

1. CALL TO ORDER/ROLL CALL

2. APPROVAL OF MINUTES

Action Required

- a. June 18, 2019 Minutes
(p.2)

3. PUBLIC COMMENT

4. PRESENTATIONS

- a. Q2 Performance Measures
(Martin)
- b. Item Bank Update
(Ackermann)

5. CHIEF EXAMINER'S REPORT

6. UNFINISHED BUSINESS

Action Required

- a. Budget Discussion
(Richards) (p.4)

7. DISCUSSION

- a. Employee Satisfaction Survey
(Gilmore)

8. ADJOURN

Notes:

- The meeting is open to the public, with the possibility of the Commission adjourning into executive session.

AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION: The City of Spokane is committed to providing equal access to its facilities, programs and services for persons with disabilities. The Spokane Council Chambers in the lower level of City Hall is wheelchair accessible and is also equipped with an infrared assistive listening system for persons with hearing loss. Headsets may be checked out (upon presentation of a picture ID) at the City Cable 5 production booth on the first floor, directly above the Chase Gallery or through the meeting organizer. Individuals requesting reasonable accommodations or further information may call, write or email Human Resources at:

- Phone: 509.625.6363
- Address: 808 W. Spokane Falls Blvd, Spokane, WA 99201
- Email: msteinolfson@spokanecity.org

Persons who are deaf or hard of hearing may contact Human Resources through the Washington Relay Service at 7-1-1. All requests for accommodation must be made at least forty-eight (48) hours before the meeting date.



REGULAR MEETING OF THE CIVIL SERVICE COMMISSION

June 18, 2019 Minutes

1. CALL TO ORDER/ROLL CALL

Commissioner Lindsey called the meeting to order at 9:30 a.m.
Commissioners DeCounter, Gilmore, and Hult were present.
Commissioner Stephens was absent.

2. APPROVAL OF MINUTES

MOTION: Move to approve May 21, 2019 minutes.
Gilmore/DeCounter: Motion passed unanimously.

3. PUBLIC COMMENT

- a. Joe Cavanaugh – Local 270 President provided comment regarding Agenda Item 4a.
- b. Christine Cavanaugh – Human Resources Director provided comment regarding Agenda Item 6b.
- c. Joe Cavanaugh – Local 270 President provided comment regarding Agenda Item 6d.
- d. Pamela Bergin – Human Resource Analyst II provided comment regarding Agenda Item 6d.

4. PRESENTATIONS

- a. Class Study Update presented by Jerri Bjork - Examination and Classification Analyst III.

5. CHIEF EXAMINER'S REPORT

Chief Examiner Richards provided updates regarding Civil Service Department operations.

6. NEW BUSINESS

- a. Request for Indefinite Leave of Absence – Catherine Olsen
MOTION: Move to approve Leave of Absence as requested.
Hult/DeCounter: Motion passed unanimously.
- b. Don Steuber - Claim regarding Chief Examiner Decision
MOTION: Move to uphold decision made by Chief Examiner on this case.
Gilmore/Hult: Motion passed unanimously.
- c. Request to Void Heavy Equipment Mechanic Eligible List
MOTION: Move to void Heavy Equipment Mechanic Eligible List at this time.
Gilmore/DeCounter: Motion passed unanimously.
- d. Request to Void Subordinate Clerk III Eligible List
MOTION: Move to grant request to void Subordinate Clerk III Eligible List.
Gilmore/ Hult: Motion passed unanimously.
- e. Resolution 2019-04 Rule IV Section 16 Removal
MOTION: Move to accept changes as submitted to this rule.
Hult/DeCounter: Motion passed unanimously.

7. UNFINISHED BUSINESS

a. Budget Discussion

Commission requests Chief Examiner to ask Administration to be present at July's meeting to discuss the budget.

8. ADJOURN

The Commission adjourned at 11:02 a.m.

**Briefing Paper
City of Spokane
Civil Service
Budget Allocation Request
FY 2020**

Subject: Request for additional funding for Civil Service

Amount Requested: \$240,640

The items below represent new, significant items identified as potential budget requests for this cycle. The amount listed for FTE's is the total cost, to include salary and benefits.

AMOUNT	NEED/ITEM	DETAIL
\$89,999	Program Professional	1 FTE
\$60,641	Clerk II	1 FTE
\$75,000	Consultant for Class Study	Public Safety, HR, CS, IT
\$15,000	Recruiting/Branding	Active recruiting, new platforms, event registration, associated travel, improved marketing documents, active outreach to internal and external customers
\$240,640	TOTAL	

Background:

A highly skilled workforce is critical to achieving the City's goals and serving the public. Delays and backlogs in the hiring process result in systemic staffing issues that negatively impact the entire organization. In order for Civil Service to provide these crucial personnel services to the organization in a timely and effectively manner, the department needs to be adequately staffed and funded.

When determining staffing and funding levels, it is an important to consider that the work of the department is directly tied to the organizational staffing needs as a whole, which is significantly impacted by changes in the workforce, the market, technology, and the nature of work itself. Demands placed on the department have increased tremendously which has resulted in operational triage.

Civil Service is a system, with uniquely intertwined components. It must be managed and maintained holistically. The department cannot afford to undercut foundational processes. With this in mind, we are looking more strategically at our budget requests. These factors have been accounted for in the items requested below, while also keeping the department well below authorized budget allocation established by the Charter. With

this additional funding, the Civil Service budget for 2020 would be at 0.80%, which is well within that 0.5-1.0 percent range. Specific justification for each item is provided below.

Impact if additional budget allocation not approved

Program Professional FTE – This position is responsible for strategic recruiting, diversity, and outreach efforts, program management for Supported Employment, and shepherding the department's continuous improvement initiative. The working title for the person in this position will be Customer Engagement Program Manager, which accurately captures the nature of work to be accomplished. We currently have a project employee in this role. At this time, it is evident that the work being performed is permanent in nature, and is directly tied to the strategic priority of the City and the Commission to create a 21st Century workforce. Having a dedicated FTE accomplishing this work will enable Civil Service to change our approach in these areas from purely passive to proactive engagement, making us more competitive in the market. This work will not be accomplished if the position goes unfunded. The department does not have the bandwidth to absorb the program management work associated with these crucial functions.

Clerk II FTE – Historically, Civil Service has had 3 admin positions. In 2018, one of those positions was reclassified to an analyst position. This was not in response to a reduction in workload for the admin team, but a temporary stopgap to adjust for work demands within the existing budget. The current 2-person admin team cannot keep pace with the demands. The loss of the third admin position has also resulted in inefficient processes, and increased soft costs because analysts have absorbed some administrative work. Having a dedicated FTE accomplishing additional work will enable the department to regain process efficiencies and perform work at the appropriate levels. This increases the capacity of both teams, which also helps to keep costs down. The long-term goal is ultimately to reclassify this position into a Clerk III so that the admin team will consist of one Office Manager and two Clerk III FTE's who will perform all administrative functions within the department. If this position is not funded, the department will continue to triage critical, but non-emergent work, such as records maintenance, weekly required work of job recruitments, and essential Analyst support. Larger administrative projects such as payroll certification, project and temp/seasonal personnel tracking, digitizing the office, streamlining services and enhancing the customer experience, aligning administrative and analyst work appropriately and the continuation of training for clerical staff will not be achieved but further pushed out to the future.

Consultant for Classification Study – Civil Service seeks to engage a consultant to continue the classification work we began this year. The study would focus on IT, Police, Fire, Human Resources and Civil Service departments. Leveraging a consultant allows us to maximize our bandwidth while accomplishing this foundational work. There is a significant amount of risk associated with a partial and outdated classification plan. In addition, it can cause interference in furthering diversity initiatives, create inequity throughout the organization, and lead to ineffective testing mechanisms and candidates who lack the appropriate skills for positions. The department cannot accomplish the comprehensive work necessary to create a class plan in a timely manner. We benefit from using a consultant in that regard, and we also get exposure to industry best practices which we are integrating into our own work. In particular, we believe it is

important for a third party to review the classifications within Civil Service and Human Resources, thereby lending impartiality to the process. The long-term goal is to leverage a consultant to accomplish some of the more challenging or critical classification work while the Civil Service team conducts smaller studies until we get up-to-date and are able to re-integrate this ongoing work into our work plan. Engaging an outside consultant for another year allows us to achieve review of five key fields of work in addition to the six being evaluated this year. The consultant effectively achieves the work of an additional full-time analyst for less than the cost of adding one, plus they bring senior-level experience rather than entry level, and much exposure to other agencies, which is an incomparable gain. We are underway with a comprehensive review of all fields of work in the City, to be conducted over a five-year period (2019-2023). With two analysts plus a consultant engaged, this is an achievable time frame. Without this commitment, the process will stretch considerably, and an aligned approach for all study work will be more difficult to maintain.

Recruiting/Branding – The City and Civil Service are committed to developing a 21st Century workforce. That includes measures to increase diversity within the organization, and attract highly qualified candidates. This cannot be accomplished without investment in both recruiting and branding. Diversity and inclusion initiatives require considerable resource commitments in time, money, energy, and effort. These efforts need to be strategic and coordinated - branding efforts that focus on diversity can help to attract a more diverse workforce.¹ In addition, the current job market is incredibly competitive. In order for the organization to be able to attract high-quality candidates, we need to change our recruiting posture. This simply cannot be accomplished by reallocating current resources – funding or personnel. Development, execution, and maintenance of a strategic recruiting plan requires active, ongoing investment in both staff time and funding. If the FTE's are added, this funding request can be reduced to \$5,000 as I can roll budget savings from the Temp/Seasonal line to cover the majority of the requested amount. If FTE's are not added, this amount will need to increase significantly to account for outsourcing of the branding work.

Funding (if available):

The Commission has a dedicated funding source provided through the City Charter.

¹ SHRM