



**NOTICE
REGARDING CIVIL SERVICE COMMISSION MEETINGS**

Notice is hereby given that, pursuant to Governor Jay Inslee's Fourth Updated Proclamation 20-28.4, dated May 29, 2020, all public meetings subject to the Open Public Meetings Act, Chapter 42.30 RCW, are to be held remotely and that the in-person attendance requirement in RCW 42.30.030 has been suspended until at least through June 17, 2020.

Temporarily and until further notice, the public's ability to attend Civil Service Commission meetings is by remote access only. In-person attendance is not permitted at this time. The public is encouraged to tune in to the meeting as noted below. The public will be able to address the Commission regarding the agenda during the meeting telephonically or by submitting written public comment via email to civilserviceinfo@spokanecity.org.

The regularly scheduled Civil Service Commission Meeting, June 16th, 2020 at 9:30 a.m. will be held virtually and streamed live online and airing on City Cable 5. Some members of the Civil Service Commission staff will be attending virtually.

The public is encouraged to tune in to the meeting live on Channel 5, at <https://my.spokanecity.org/citycable5/live>, or by calling 408-418-9388 and entering the access code 960 557 234 when prompted; meeting password is rwDaEDyn577.



**AMENDED AGENDA
REGULAR MEETING OF THE CIVIL SERVICE COMMISSION**

9:30 AM JUNE 16, 2020
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. February 18, 2020 Minutes
(p. 3)

3. PUBLIC COMMENT

4. CHIEF EXAMINER’S REPORT

5. NEW BUSINESS

Action Required

- a. Resolution 2020-03 Classification Actions
(Bjork)(p. 4)
- b. Indefinite Leave of Absence Request – R. Gennett
(Richards)(p. 25)

6. UNFINISHED BUSINESS

Action Required

- a. 2019 Annual Report
(Richards)(p. 26)

7. 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
FEBRUARY 18, 2020**

1. CALL TO ORDER/ROLL CALL

Commissioner Lindsey called the meeting to order at 9:30 a.m.
Commissioner DeCounter, Hult, and Stephens were present.
Commissioner Gilmore arrived just after Roll Call at 9:31 a.m.

2. APPROVAL OF MINUTES

MOTION: Move to approve January 21, 2020 Minutes.
Hult/DeCounter: Motion passed unanimously.

3. PUBLIC COMMENT

- a. Joe Cavanaugh – Local 270 President provided comment regarding Agenda Item 5b.
- b. Natalie Hilderbrand – Council 2 Staff Representative provided comment regarding Agenda Item 5b.
- c. Pamela Bergin – Human Resources Analyst II provided comment regarding Agenda Item 5b.

4. CHIEF EXAMINER’S REPORT

Chief Examiner Richards provided updates regarding the Civil Service Department operations.

5. NEW BUSINESS

- a. Resolution 2020-02 Classification Actions
MOTION: Approve the title change and the description as provided to us.
Stephens/DeCounter: Motion passed unanimously.
- b. Gardner II Class Spec Revisions Discussion
MOTION: Send this back to negotiations between the two for them to get this taken care as quickly as possible, however, so that hiring can go forward.
Gilmore/Hult: Motion passed unanimously.
- c. DRAFT 2019 Annual Report presented by Chief Examiner Richards.

6. UNFINISHED BUSINESS

- a. Investigation of M Decker Claim – Submission of Written Report
MOTION: Acknowledge the receipt of the report as submitted and accept as submitted.
Stephens/DeCounter: Motion passed unanimously.

7. WORK SESSION (OPEN TO THE PUBLIC) – CHIEF EXAMINER PERFORMANCE REVIEW/FEEDBACK

Commission discussed and finalized methods to evaluate Chief Examiner’s Performance Review/Feedback.

- a. Adjourned to Civil Service Test Room-City Hall, 4th Floor at 10:24 a.m.

8. ADJOURN

The Commission adjourned at 11:30 a.m.



Civil Service

Fair. Fast. *Friendly.* Forward.

ITEM 5A - RESOLUTION 2020-03: CLASSIFICATION ACTIONS

BACKGROUND

- I. The Municipal Court Administrator requested updates to classification **SPN 958**, which clarify the scope of work for this job classification.
 - a. This includes a title change from Community Court Coordinator to a more concise and up-to-date title, **Therapeutic Courts Coordinator**.
 - b. The M&P Association has concurred with the retitle and revision.
- II. The Fleet Department requested reactivation of the **Automotive Shop Supervisor** job class to lead one shift and oversee the work of forepersons on two other shifts. Staff heavily revised the deleted class spec to provide additional detail and conform to current standards. The previous SPN (628) is in use, so this has been designated as **SPN 629**.
 - a. The M&P Association has concurred with the reactivation of the job class spec.
- III. Staff has conducted a comprehensive classification study of the Instrumentation Technician line of progression, which is used at the wastewater treatment and water/hydroelectric facilities. The study resulted in the following two classifications being rewritten and retitled to best reflect the current work.
 - a. Retitle **SPN 648** Instrument Repair Technician to **Instrumentation, Controls, and Electrical Technician**.
 - b. Retitle **SPN 647** Senior Instrument Technician to **Senior Instrumentation, Controls, and Electrical Technician**.
 - c. Local 270 has concurred with the retitled and rewritten classifications.
- IV. The Integrated Capital Management Department requested revisions to the job class of Project Manager (Parks) so that it could be used in their department. Staff removed department-specific language and heavily revised the class based on similar jobs in other agencies.
 - a. Retitle **SPN 076** Project Manager (Parks) to **Project Manager**.
 - b. The department heads of ICM and Parks, and the M&P Association, have concurred with the changes to the classification.

The following are presented for Commission adoption:

Attachments:

SPN 958 Therapeutic Courts Coordinator Class Spec

SPN 629 Automotive Shop Supervisor Class Spec

SPN 648 Instrumentation, Controls, and Electrical Technician Class Spec

SPN 647 Senior Instrumentation, Controls, and Electrical Technician Class Spec

SPN 076 Project Manager

CLASS TITLE:	<u>COMMUNITY THERAPEUTIC COURTS</u> COORDINATOR	CLASS CODE:	958
SALARY RANGE:	\$70,824.96 – \$86,839.92	GRADE:	47
DEPARTMENT:	MUNICIPAL COURT	FLSA STATUS:	E
REPORTS TO:	MUNICIPAL COURT ADMINISTRATOR	EEO-4 CODE:	01
BARGAINING UNIT:	M&P-B	DATE:	8/17

JOB SUMMARY:

Under administrative direction, performs responsible professional work in the management of the various therapeutic court programs administered by Spokane Municipal Court, including but not limited to: Community Court, DUI Court, Mental Health Court, and Veteran’s Court. Performs complex administrative tasks related to the implementation and operation of all municipal Therapeutic Courts; in partnership with community stakeholders, and in collaboration with various internal resources and outside agencies, ensures that the Court and social service functions of the therapeutic court programs are effectively coordinated.

SUPERVISION RECEIVED AND EXERCISED:

The incumbent reports directly to the Municipal Court Administrator, works independently under administrative direction, and exercises full scope supervision of volunteers, temporary/seasonal staff, and college interns on a regular basis. Assigns, directs, and monitors staff performance and provides training as needed.

EXAMPLES OF DUTIES: *This list is ILLUSTRATIVE only and is not a comprehensive listing of all functions and duties performed by the incumbent of this class. Duties may include, but are not limited to the following:*

- Develops and implements detailed plans of operation and expansion of the therapeutic court programs, including the geographic area and/or target populations to be served by each therapeutic court, provision of services, case management, follow up services, and technology needs.
- Designs and implements new initiatives to support each of the therapeutic court program’s effectiveness and prioritizes content in response to identified community needs.
- Coordinates with stakeholders involved in each of the therapeutic court projects regarding budgetary needs, commitment of resources, operating practices, and other matters necessary to ensure the smooth and effective operation of the program.
- Participates in community activities and other relevant stakeholder/committee meetings as a representative of each therapeutic court.
- Generates publicity for the program and oversees the creation of educational materials including flyers, brochures, news releases, newsletters, and other advertising means to enhance public relations efforts.
- Performs community outreach and makes presentations to the public, elected officials, advisory board, and other stakeholders regarding the goals and accomplishments of the various programs.
- Collaborates with probation officers, the courts, and local resources to adjust court recommendations to ensure participant accountability and service referrals to achieve optimal use of available community resources.
- Schedules and participates in regular team meetings for the periodic review and improvements of the therapeutic courts’ operations.
- Assists the Municipal Court Administrator in developing therapeutic court budgets and monitors expenditures.
- Researches and pursues additional funding opportunities from federal, state, local, and private entities to secure and sustain program services beyond applicable grant periods; gathers data and prepares documents to grant reporting requirements.
- Oversees new member recruitment and expansion of the programs; responsible for training and monitoring volunteers, temporary/seasonal staff, and college interns.
- Maintains contracts and negotiates contract awards, subject to supervisor review and approval; manages associated program documents and files.
- Performs other related duties as assigned.

MATERIAL AND EQUIPMENT USED:

- General Office Equipment
- Personal Computer

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Principles of human behavior and applied psychology, including mental health diagnoses and addiction.

- Principles and techniques of case management approaches, including drug testing processes, service referral, and community resources.
- Administrative principles and practices, including goal setting and implementation.
- Project management and coordination.
- Grant and related alternative funding methods, techniques, and objectives.
- Standard business software tools such as database management, word processing, spreadsheet, e-mail, and internet browser programs.
- Methods and techniques of research, statistical analysis, and report development.
- State, federal and local ordinances, laws, rules, and regulations pertaining to the criminal justice system.

Skill in:

- Planning, organizing, and directing functions and staff.
- Using tact, discretion, initiative, and independent judgment within established guidelines.
- Researching, compiling, and summarizing information, including statistical data.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Applying analytical and management thinking to solve problems and accomplish tasks.
- Communicating clearly and effectively, both orally and in writing.
- Preparing clear and concise reports, correspondence, and other written materials.
- Establishing and maintaining effective working relationships with internal sources and with outside agencies.

Ability to:

- Effectively represent the City of Spokane with justice partners, the public, court staff, and governmental agencies as a knowledgeable and competent resource.
- Provide consistent and productive leadership to others in both routine and stressful situations.
- Understand and carry out written and oral instructions with close attention to detail and accuracy.
- Adapt to and plan for changes in assignment and in the work environment.
- Work cooperatively and effectively with staff, customers, vendors, and the public.
- Coordinate and perform multiple tasks simultaneously in a consistent and accurate manner.
- Analyze information quickly and accurately and develop an appropriate course of action.
- Interpret information that includes both abstract and concrete variables.

Physical Demands:

While performing the essential functions of this job, the incumbent is regularly required to walk, stand, bend and sit; use hands to operate a keyboard, grasp, handle, or feel objects; reach with hands and arms, above the shoulders and below the waist; speak and hear normal speech in person and on the telephone; and lift, carry, push and pull objects up to 20 pounds.

Working Conditions:

- Work is performed in a normal office environment with little exposure to outdoor temperatures, dirt and dust.
- Work may involve exposure to individuals who are distraught, hostile or abusive, and may include some risk of physical harm when working face-to-face with offenders.
- Duties may require some evening, weekend, and/or holiday work.

MINIMUM QUALIFICATIONS REQUIRED:

Combinations of education and experience that are equivalent to the following minimum qualifications are acceptable.

Education and Experience: A Master's degree from an accredited four-year college or university in sociology, social work, human services, or psychology; AND two years of social services experience that emphasized development of social services programs and working with low-income populations.

Licenses and Certifications: A valid driver's license or evidence of equivalent mobility is required.

INTERNAL PROCEDURAL INFORMATION:

All candidates who attain a passing score on the examination shall be certified for vacancies in the order of their final ranking in accordance with Rule V, Section 5 of the Civil Service Commission Merit System Rules.

New: 8/17
Revised: 3/20
Retitled: TBD

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.



Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

• ESTABLISHED 1910

AUTOMOTIVE SHOP SUPERVISOR

SPN: 629

Bargaining Unit: M&P-B

Pay Range: <#>

Effective Date: <m/y>

CLASS SUMMARY

Performs skilled and responsible supervisory work in managing the operations of all equipment maintenance facilities. Duties are varied and require independent action in devising new methods and procedures within the limits of department policy or City ordinance. Carelessness or lack of judgment in the performance of normal duties may cause loss or damage of equipment or a serious financial loss to the City. Employee has both inside and outside contacts. Work is light in nature, performed under one or two disagreeable conditions and requires periods of concentrated attention.

CLASS CHARACTERISTICS

This is the full supervisory-level class in the Fleet Services Department that exercises independent judgment on diverse and specialized fleet maintenance operations with accountability and ongoing decision-making responsibilities associated with the work. Incumbents are responsible for planning, organizing, supervising, reviewing, and evaluating the work of assigned staff and outside specialists, and for analyzing repair and replacement options. Incumbents are responsible for providing professional-level support to management in a variety of areas. Performance of the work requires the use of independence, initiative, and discretion within established guidelines.

SUPERVISION RECEIVED AND EXERCISED

Employee receives general direction from the Director of Fleet Services. Employee supervises technical and maintenance staff on one assigned shift and coordinates the work through forepersons on other shifts.

EXAMPLES OF JOB FUNCTIONS

This description was prepared to indicate the kinds of activities and levels of work difficulty required of positions in this class. It is not intended as a complete list of specific duties and responsibilities.

- Supervises the work of day and night shift crews, either directly or through subordinate forepersons, engaged in the repair and maintenance of automobiles, motorcycles, trucks, construction, road maintenance and related equipment.
- Supervises the diagnosing and locating of mechanical difficulties; oversees the determination of necessary repairs. Discusses and analyzes cost/benefit of major equipment repairs.
- Plans, prioritizes, and assigns work to appropriate personnel and shops. Directs and trains subordinates on difficult repair problems.
- Communicates in person or by phone or e-mail with internal and external contacts, including City management, coworkers, outside agencies and other personnel to discuss services and provide updates.
- Tracks status and verifies progress on work that is outsourced.
- Assists the Fleet Services Director in establishing work rules and policies.

- Evaluates equipment repairs and equipment costs and makes recommendations to the Fleet Services Director. Monitors, evaluates, and modifies preventive maintenance schedules and procedures.
- Supervises maintenance of repair equipment and tools; makes reports; approves requisitions. Ensures accurate documentation of repairs and assists in budget planning.
- Performs related work as required.

COMPETENCIESKnowledge of:

- Methods, materials, equipment and operation of general automotive and mechanical repair shops.
- Hazards and safety precautions of large-scale shop operations.
- Performance characteristics and maintenance needs of a wide variety of automotive and mechanical equipment.
- Operation and care of internal combustion engines.
- Modern office procedures, methods, and computer equipment.
- Principles and policies of recordkeeping and reporting.
- Principles and practices of employee supervision, including training, planning, monitoring, and evaluating employee performance.
- Relevant federal, state, and local laws related to maintenance and repair activities.

Ability to:

- Organize work, set priorities, and meet deadlines.
- Operate personal computers and applicable computer software, including Microsoft Excel and Outlook.
- Analyze and account for costs of equipment operation, and make recommendations based on findings.
- Plan, direct and coordinate the activities of skilled and semi-skilled workers.
- Prepare and interpret specifications for the purchase of equipment.
- Establish and maintain effective working relationships.
- Select and lead staff, including planning, organizing, coordinating, and reviewing the work of assigned team members.
- Prepare reports and keep shop records.

TYPICAL EQUIPMENT USED

Office computer and associated software, telephone, copier, and other general office equipment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file

information. Employees must possess the ability to transport a computer laptop from one work location to another.

WORK ENVIRONMENT

Employees work in a standard office environment with moderate noise levels and controlled temperature conditions. Employees have frequent interaction with staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures. Occasional help with physical inventory at storage sites may require moderate activity. Travel to offsite work locations may be required.

MINIMUM QUALIFICATIONS

Combinations of education and experience that are equivalent to the following minimum qualifications are acceptable.

Open-Entry Requirements:

- Education: High school diploma or equivalent.
- Experience: Four years of experience in the maintenance and repair of light and heavy automotive vehicles and related equipment. Two years of such experience must be in a lead or supervisory capacity.
- License: Applicants must possess a valid driver's license.

Licenses and Certifications:

- Incumbents must maintain a valid driver's license.

CLASS SUMMARY

Performs journey-level skilled installation, repair, maintenance, and upgrade of electronic instrumentation, controls, and safety systems for water and wastewater industrial plant facilities and equipment, and related remote monitoring technology. Duties are varied and require analyzing facts to determine the proper procedures and protocols. Works in routine contact with other employees and limited contact with the public. Work is performed under hazardous conditions that require more than normal attention to avoid injury as well as public health hazards. May be required to respond to emergency callouts. Works in an industrial plant environment and in the field, with exposure to noise, electrical energy, raw sewage, fumes, gases, toxic materials, and inclement weather conditions.

CLASS CHARACTERISTICS

This is a journey-level classification; employees are proficient in the full range of specialized technical duties required at various locations as assigned, including the wastewater treatment plant, lift stations and overflow control facilities, hydroelectric power plant, water distribution wells and pumping stations, flood control facilities, etc. Incumbents in this classification are not required to be state-certified electricians.

SUPERVISION RECEIVED AND EXERCISED

Under general supervision, employees exercise independent judgment and initiative in their assigned work, receiving only occasional instruction or assistance as new or unusual situations arise. Incumbents provide training and education related to the work performed, coordinate work with other staff, and may exercise technical and functional direction over lower-level staff.

EXAMPLES OF JOB FUNCTIONS

This description was prepared to indicate the kinds of activities and levels of work difficulty required of positions in this class. It is not intended as a complete list of specific duties and responsibilities.

- Inspects instrumentation and electronics on industrial plant equipment. Installs, calibrates, troubleshoots, repairs, and maintains a variety of electrical, electronic, and mechanical instrumentation, and monitoring and control systems and devices.
- Designs, upgrades, connects, and tests new and repaired control and monitoring systems; develops and modifies process instrumentation and control systems.
- Programs, configures, adjusts, and troubleshoots issues with sensors, transmitters, Ethernet IP and switches, programmable logic controllers (PLCs), control panels, motor control centers, motor control drives, etc.
- Responds to SCADA systems alarms, issues, and failures.
- Coordinates installations of new hardware and data communications equipment; maintains web server and plant and system alarming. Collects and processes data from measuring equipment and recorders.
- Troubleshoots and repairs malfunctions resulting in data problems. Maintains records including equipment and calibration history logs, test results, and work orders.
- Downloads data at remote locations and uploads data to the server. Updates equipment firmware as needed. Maintains, installs, and configures wireless and wired communication

networks. Troubleshoots and repairs cellular modem connection problems. Conducts functional testing after repairs and updates.

- Diagnoses, repairs, or replaces electronic components. Troubleshoots, maintains, and repairs electrical control circuits, reads, analyzes, and draws schematics. Performs a variety of diagnostic and analytical tests, including those involving programmable logic controls, infrared, and power monitoring.
- Recommends or purchases tools, supplies, and replacement items from outside vendors, suppliers and specialists within assigned duties and permitted limits.
- Consults with and advises operators or other staff members on systems software and functions of various systems. Provides education and training as needed on the use of new equipment, programs, and processes.
- Interprets and works from plans, and develops sketches or designs for work. Assists with technical writing and review of specifications for new parts and equipment.
- Surveys new sites for flow monitoring feasibility and installs related electronic equipment.
- Evaluates safety and operability of systems. Executes foundational elements of safety programs specific to respective job disciplines.
- Works collaboratively with other craft personnel and operations staff in performing multi-craft preventive maintenance.
- Performs related work as required.

COMPETENCIES

Knowledge of:

- Standard terms, practices, procedures, and methods related to instrumentation and controls.
- ANSI/ISA Instrumentation Symbols.
- National Electrical Code and other regulations pertaining to the work.
- Motor control centers and variable frequency drives (VFD).
- Operational characteristics of electronic instrumentation and related equipment and components.
- Methods, techniques, materials, equipment, and tools used in repair and maintenance work.
- Operational characteristics of fiber-optic, local-area network (LAN), and supervisory control and data acquisition (SCADA) systems.
- Principles of pneumatic controls and devices, telemetry and electronic installation, maintenance, operation, testing and repair.
- Preventive maintenance applicable to electronics and instrumentation systems.
- Plant communications systems and equipment.
- Principles and applications of electrical, electronic and computerized instruments, controllers, VFDs, and data acquisition devices used in the water (includes hydroelectric and dam safety) and wastewater industries.
- Principles and practices related to analog and digital electronic theory, terminology, and application in control systems and devices.
- Office procedures, methods, and equipment.
- Operation and maintenance of computer equipment, telemetry, and networks, including hardware, software, and SCADA systems.
- Programmable Logic Controller (PLC) programming using Function Block, Structured Text, and Ladder Logic.

- Mathematics used in the instrumentation and electrical trades.
- Proper methods of storing equipment, materials and supplies.
- Proper record keeping techniques and requirements.
- Occupational health and safety regulations.
- Occupational hazards and necessary safety precautions applicable to maintenance and repair of water and wastewater equipment, such as electrocution, arc flash, working from heights, in confined spaces, near traffic, etc.
- Effects of hazardous chemical conditions encountered in an industrial plant and related systems.
- Regulation of and procedures to handle dangerous or hazardous chemicals, gases and/or confined space work, as related to plants and remote stations.

Ability to:

- Plan and execute the repair, maintenance, and installation of controls and equipment.
- Interpret, explain, and enforce department policies and procedures.
- Understand, interpret, explain, and apply applicable federal, state, and local policies, laws, and regulations.
- Operate a variety of tools and equipment used in the electrical and instrumentation trade.
- Read and interpret technical manuals and illustrations; blueprints, maps, plans and specifications; sketches, schematics, wiring, pneumatic, and control diagrams.
- Analyze and interpret diagnostic test results.
- Operate office equipment including computers and supporting software applications.
- Work under steady pressure with frequent interruptions.
- Learn and apply new information or new skills.
- Respond quickly to critical situations.
- Learn and follow basic plant processes and understand impact of equipment malfunctions.
- Analyze information and situations, project consequences of proposed actions, and formulate alternative solutions.
- Use sound judgment and decision making.
- Troubleshoot and diagnose problems.
- Use and care properly for tools and equipment.
- Communicate in oral and written form.
- Work autonomously with minimal direction and supervision.
- Maintain effective working relationships with those contacted in the course of work.
- Understand and follow oral and written directions.
- Maintain and prepare records and reports as required.

TYPICAL EQUIPMENT USED

Operates a variety of tools and equipment related to instrumentation and controls, such as hand and power tools, portable pumps, generators, digital meters, oscilloscopes, tracers, specialized electrical/instrument test equipment, etc. Utilizes safety harnesses, rope systems for confined space entry and tank climbing ladders, bucket man lifts, antenna and coax analyzers, soldering iron, underground utility locator, various display and computer equipment, and specialized software. Some work requires hard hat, respirator, protective eye goggles or other PPE.

PHYSICAL DEMANDS

- Ability to perform moderate lifting, bending, stooping, kneeling, and climbing ladders.

- Ability to diagnose equipment maintenance needs through techniques such as observing, listening, and feeling machine surfaces.
- Ability to manually handle tools and materials.
- Ability to see in the normal visual range with or without correction; close vision sufficient to read computer screens and printed documents and to operate equipment.
- Ability to perceive colors in order to understand display alerts, coded diagrams, etc.
- Ability to hear in the normal audio range with or without correction.
- Ability to frequently move about work areas and to sit and work in one location for extended periods.
- Ability to work in confined spaces.
- Ability to lift and move objects weighing up to 50 lbs.
- Ability to use office equipment including computers, copiers, telephone, radio, and other common communication and office equipment.
- Ability to work under conditions involving exposure to various hazards depending on assignment, including electrical energy, noise, dust, grease, toxic chemicals, fumes, gases, raw sewage, danger of falling, etc.
- Ability to work around machinery with moving parts.
- Ability to work outside in various types of weather and in an office environment.
- Ability to operate motor vehicles and drive to various work sites as required.

MINIMUM QUALIFICATIONS

Combinations of education and experience that are equivalent to the following minimum qualifications are acceptable.

Open-Entry Requirements: *(all requirements must be met at the time of application)*

- Education: Graduation from high school or equivalent supplemented with two years of advanced course work in electrical theory, electronics, control systems, or closely related fields.
- Experience: Two years of journey-level work experience as an instrumentation technician or electrician in an industrial or manufacturing plant work environment.

Licenses and Certifications: *(pertains to all applicants and to employees in this position)*

- Possession of a valid driver's license.

Note: Individuals in this classification in the Water Department possessing a Washington State Department of Health Water Distribution Manager 1 or higher certificate are eligible for a two-range pay adjustment. The pay adjustment is contingent on the budget process and Civil Service verification of the certification.

New: 7/76

Revised: 2/78, 6/80, 6/82, 6/84, 8/90, 11/92, 2/93, 1/99, 1/03, 4/07, 3/16, 1/19, 5/20

Reviewed: 6/86, 6/88, 1/95, 1/97, 1/01, 12/04, 11/10, 1/13

Title Change: TBD

Union: 270 Range: 37 EEO: 3

CLASS SUMMARY

Performs responsible leadership and skilled installation, repair, maintenance, and upgrade of electronic instrumentation, controls, and safety systems for water and wastewater industrial plant facilities and equipment, and related remote monitoring technology. Duties are varied and require analyzing facts to determine the proper procedures and protocols. Works in routine contact with other employees and limited contact with the public. Work is performed under hazardous conditions that require more than normal attention to avoid injury as well as public health hazards. May be required to respond to emergency callouts. Works in an industrial plant environment and in the field, with exposure to noise, electrical energy, raw sewage, fumes, gases, toxic materials, and inclement weather conditions.

CLASS CHARACTERISTICS

This is an advanced journey-level classification. In addition to performing the full scope of instrumentation repair and maintenance work, employees perform the most difficult and complex assignments requiring advanced knowledge of concepts in the assigned area of responsibility, as well as City and regulatory standards, practices, policies, and procedures. Incumbents in this classification are not required to be state-certified electricians.

SUPERVISION RECEIVED AND EXERCISED

Works under general direction, and incumbents are responsible for establishing objectives, timelines and methods to complete assignments. Work is reviewed by results attained. Provides technical and functional direction to assigned staff on an ongoing basis.

EXAMPLES OF JOB FUNCTIONS

This description was prepared to indicate the kinds of activities and levels of work difficulty required of positions in this class. It is not intended as a complete list of specific duties and responsibilities.

- Prioritizes, plans, and oversees projects and workload for the assigned unit; delegates work to subordinate staff; assesses and plans for future needs. Plans and organizes routine assigned jobs; estimates time, materials and equipment; orders materials; and coordinates job activities with other personnel and operators.
- Provides lead supervision and training to assigned staff responsible for performing a wide variety of skilled tasks related to maintenance and repair of electrical, electronic, and mechanical instrumentation. Assists in hiring processes and in evaluating the performance of subordinate staff.
- Ensures adherence to established guidelines, rules and regulations. Develops proper safety procedures. Trains assigned staff in the methods and techniques of assigned unit.
- Oversees the use, care, and operation of process control instrumentation and related equipment; researches, recommends and implements new and revised procedures, systems and equipment for assigned unit.
- Oversees and participates in the repair of instrumentation systems, equipment and components, both in the field and in the plant or facilities.
- Oversees and participates in installing and maintaining electrical control systems and instrumentation systems including electronics, programmable controllers, telemetry,

- telecommunications, meters, generators, transmitters, hydraulics, pneumatics, and a variety of other systems; inspects installed systems to ensure proper operation.
- Provides technical advice and support to operators, supervisors, City engineering staff, and other agency personnel; works closely with contractors or consultants and engineering teams.
 - Ensures safe and reliable power to plant processes. Modifies, designs and changes control circuits; installs temporary systems to sustain operations.
 - Participates in continuous improvement plans and implements new process and procedures.
 - Coordinates with internal and external customers regarding assigned project requirements and timelines.
 - Uses various computer software programs for data logging and control.
 - Maintains records on operations and activities; coordinates and prepares a variety of reports.
 - Interprets and modifies drawings, blueprints, schematics and diagrams for a variety of industrial systems.
 - Estimates time, materials, and equipment required for projects; coordinates purchase of required materials. Works with inventory and purchasing personnel to procure supplies, equipment and materials.
 - Works with management in establishing and tracking goals and objectives for assigned unit.
 - Performs related duties as required.

COMPETENCIES

Knowledge of:

- Standard terms, practices, procedures, and methods related to instrumentation and controls.
- ANSI/ISA Instrumentation Symbols.
- National Electrical Code and other regulations pertaining to the work.
- Motor control centers and variable frequency drives (VFD).
- Operational characteristics of electronic instrumentation and related equipment and components.
- Methods, techniques, materials, equipment, and tools used in repair and maintenance work.
- Operational characteristics of fiber-optic, local-area network (LAN), and supervisory control and data acquisition (SCADA) systems.
- Principles of pneumatic controls and devices, telemetry and electronic installation, maintenance, operation, testing and repair.
- Preventive maintenance applicable to electronics and instrumentation systems.
- Plant communications systems and equipment.
- Principles and applications of electrical, electronic and computerized instruments, controllers, VFD's, and data acquisition devices used in the water (includes hydroelectric and dam safety) and wastewater industries.
- Principles and practices related to analog and digital electronic theory, terminology, and application in control systems and devices.
- Office procedures, methods, and equipment.
- Operation and maintenance of computer equipment, telemetry, and networks, including hardware, software, and SCADA systems.

- Programmable Logic Controller (PLC) programming using Function Block, Structured Text, and Ladder Logic.
- Mathematics used in the instrumentation and electrical trades.
- Proper methods of storing equipment, materials and supplies.
- Proper record keeping techniques and requirements.
- Occupational health and safety regulations.
- Occupational hazards and necessary safety precautions applicable to maintenance and repair of water and wastewater equipment, such as electrocution, arc flash, working from heights, in confined spaces, near traffic, etc.
- Effects of hazardous chemical conditions encountered in an industrial plant and related systems.
- Regulation of and procedures to handle dangerous or hazardous chemicals, gases and/or confined space work, as related to plants and remote stations.
- Principles and practices of lead supervision and training.
- Principles and practices of project management.

Ability to:

- Independently perform the most difficult and complex installation, repair, troubleshooting, and maintenance of instrumentation and electronic equipment.
- Program, install, troubleshoot and maintain VFD and motor controls.
- Develop and implement a preventative maintenance work program.
- Plan and execute the repair, maintenance, and installation of controls and equipment.
- Interpret, explain, and enforce department policies and procedures.
- Understand, interpret, explain, and apply applicable federal, state, and local policies, laws, and regulations.
- Operate a variety of tools and equipment used in the electrical and instrumentation trade.
- Read and interpret technical manuals and illustrations; blueprints, maps, plans and specifications; sketches, schematics, wiring, pneumatic, and control diagrams.
- Analyze and interpret diagnostic test results.
- Operate office equipment including computers and supporting software applications.
- Work under steady pressure with frequent interruptions.
- Learn and apply new information or new skills.
- Respond quickly to critical situations.
- Learn and follow basic plant processes and understand impact of equipment malfunctions.
- Analyze information and situations, project consequences of proposed actions, and formulate alternative solutions.
- Use sound judgment and decision making.
- Troubleshoot and diagnose problems.
- Use and care properly for tools and equipment.
- Communicate in oral and written form.
- Work autonomously with minimal direction and supervision.
- Maintain effective working relationships with those contacted in the course of work.
- Understand and follow oral and written directions.
- Maintain and prepare records and reports as required.
- Lead and schedule work of subordinate staff.
- Orient and train new employees.

- Assist management in the preparation of operations budgets and capital equipment plans.
- Estimate costs, time and labor requirements.

TYPICAL EQUIPMENT USED

Operates a variety of tools and equipment related to instrumentation and controls, such as hand and power tools, portable pumps, generators, digital meters, oscilloscopes, tracers, specialized electrical/instrument test equipment, etc. Utilizes safety harnesses, rope systems for confined space entry and tank climbing ladders, bucket man lifts, antenna and coax analyzers, soldering iron, underground utility locator, and various display and computer equipment and specialized software. Some work requires hard hat, respirator, protective eye goggles or other PPE.

PHYSICAL DEMANDS

- Ability to perform moderate lifting, bending, stooping, kneeling, and climbing ladders.
- Ability to diagnose equipment maintenance needs through techniques such as observing, listening, and feeling machine surfaces.
- Ability to manually handle tools and materials.
- Ability to see in the normal visual range with or without correction; close vision sufficient to read computer screens and printed documents and to operate equipment.
- Ability to perceive colors in order to understand display alerts, coded diagrams, etc.
- Ability to hear in the normal audio range with or without correction.
- Ability to frequently move about work areas and to sit and work in once location for extended periods.
- Ability to work in confined spaces.
- Ability to lift and move objects weighing up to 50 lbs.
- Ability to lift and maneuver heavy objects in awkward and confined spaces, using proper lifting and rigging techniques.
- Ability to use office equipment including computers, copiers, telephone, radio, and other common communication and office equipment.
- Ability to work under conditions involving exposure to various hazards depending on assignment, including electrical energy, noise, dust, grease, toxic chemicals, fumes, gases, raw sewage, danger of falling, etc.
- Ability to work around machinery with moving parts.
- Ability to work outside in various types of weather and in an office environment.
- Ability to operate motor vehicles and drive to various work sites as required.

MINIMUM QUALIFICATIONS

Combinations of education and experience that are equivalent to the following minimum qualifications are acceptable.

Open-Entry Requirements: *(all requirements must be met at the time of application)*

- Education: Graduation from high school or equivalent supplemented with two years of college-level course work in electrical theory, electronics, control systems, or closely related fields.
- Experience: Four years of journey-level work experience performing installation and maintenance of industrial electronic instrumentation and control systems.

Promotional Requirements: *(all requirements must be met at the time of examination)*

- Two years of service with the City in the classification of Instrumentation, Controls, and Electrical Technician (SPN 648).

Licenses and Certifications: *(pertains to all applicants and to employees in this position)*

- A valid driver's license is required.

New: 8/89

Revised: 9/91, 12/94, 1/95, 2/97, 3/99, 10/10, 8/17, 02/19, 5/20

Reviewed: 10/94, 3/01, 3/03, 3/05, 3/07, 10/12

Retitled: TBD

Union: 270 Range: 42 EEO: 3



Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

• ESTABLISHED 1910

PROJECT MANAGER-(PARKS)

SPN: 076

Bargaining Unit: M&P-B

Pay Range: XX

Effective Date: TBD

CLASS SUMMARY

Under general direction, plans, directs, and coordinates activities concerned with the construction and maintenance of structures, facilities, and systems; provides project coordination, budgetary oversight, and administrative support for special capital improvement projects and other program activities; administers and monitors associated contracts for compliance with established standards; serves as the lead individual for reporting and presentations to directors, elected officials, boards and commissions, executive-level staff, and other stakeholders. Work is performed with considerable independence within the framework of department and City priorities. Duties require frequent contact with internal and external sources to obtain or supply factual information and collaborate on projects.

CLASS CHARACTERISTICS

This is a professional classification with responsibility to plan, organize, and manage department projects from inception to completion. This class is distinguished by its work on projects, which are specific one-time endeavors to achieve a particular result, in contrast with program managers and coordinators who are responsible for ongoing operations. Assignments may include coordinating project staff, resources, and contracts; managing permits, budgets and schedules; and developing and administering strategies related to environmental and storm water management. This is a stand-alone class.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from assigned supervisory or management personnel. Exercises no direct supervision of staff.

EXAMPLES OF JOB FUNCTIONS

This description was prepared to indicate the kinds of activities and levels of work difficulty required of positions in this class. It is not intended as a complete list of specific duties and responsibilities.

- Provides overall coordination and direction for special projects; serves as project manager and lead technical expert for alternative delivery methods.
- Develops strategic workflow and master planning for capital programs and processes.
- Develops and coordinates requests for proposals/qualifications and bid specifications. Prepares and reviews correspondence, reports, scope, schedules, cost estimates, and other technical data required to manage projects; .
- Negotiates and administers projects; hires consultants for capital programming purposes; creates and maintains project schedules, progress tracking information, and project files.
- Schedules and conducts pre-construction and progress meetings; reviews, negotiates, and approves change orders; checks for compliance with design and specifications; and prepares and monitors construction schedules.

- Performs quality assurance of contractors' work and performance in accordance with contract terms and conditions; monitors quality control, cash flow, and costs throughout the project period; reviews progress for payment.
- Collaborates with design consultants (i.e., architects, engineers, planners, specialty consultants, etc.) on project scope, design intent, and adherence to program schedules and requirements.
- Reviews details, specifications, cost estimates, and related reports and studies with consultants, contractors, departmental representatives, and other stakeholders to ensure that all requirements and compliance regulations are met and necessary approvals are secured.
- Establishes new practices and processes for budgeting, monitoring, and programming in alignment with department priorities.
- Collaborates with departmental staff, community members, volunteer groups, City elected and appointed officials, and boards and commissions to plan and implement projects.
- Communicates with citizens, developers, engineers, architects, and public officials to answer questions and provide information relating to projects, policies, and procedures.
- Researches, compiles data, and prepares and presents progress and technical reports.
- Represents the department at public hearings or in meetings with other governmental agencies, the City Council, and community groups on matters relating to projects.
- Performs related work as required.

COMPETENCIESKnowledge of:

- Construction management techniques and the construction process, including Design-Bid-Build and Design-Build delivery methods.
- Principles and practices of capital programming.
- Architecture, landscape architecture, and engineering concepts, principles, and methods.
- Principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
- Methods for researching and analyzing external products to determine their potential for meeting organizational standards and business needs.
- Methods and practices used in the preparation of plans, specifications, estimates, and contracts.
- Standards for conducting financial, program, and progress audits.
- Contract types, techniques, and requirements.
- Cost analysis principles, practices, and methods.
- Materials, methods, and the tools to construct objects, structures, and buildings.

Skill at:

- Organizing work, setting priorities, and determining resource requirements.
- Reviewing capital programs and financial budgets.
- Directing project resources to achieve the timely delivery of project deliverables.
- Managing several projects simultaneously and addressing changes in scope or timing.
- Preparing clear and concise reports, correspondence, and other written materials.
- Using computers, software applications, databases, and automated systems to accomplish work.

- Solving mathematical and statistical problems by choosing and applying appropriate techniques.
- Partnering with others to develop networks and achieve common goals.

Ability to:

- Understand, evaluate and develop project schedules.
- Analyze complex information, perform work thoroughly, and develop plans to address identified issues.
- Hold others accountable for high-quality, timely, and cost-effective results.
- Assess, evaluate, and monitor projects for compliance with laws, regulations, guidance, and standards.
- Manage and resolve conflicts and disagreements in a constructive manner.
- Tolerate stress by working calmly and effectively.
- Negotiate and administer contracts.
- Design new methods and apply innovative solutions to problems; and adapt behavior or work methods in response to new information.
- Make sound, well-informed, effective, timely, and objective decisions, even when data are limited or solutions produce unpleasant consequences.
- Prepare project budgets, monitor expenditures, and oversee procurement and contracting.
- Establish and maintain effective working relationships.
- Gather, organize, and maintain information.
- Influence, motivate, and challenge others; and adapt leadership styles to a variety of situations.
- Express and receive information, both orally and in writing.
- Negotiate contracts that may involve exchanging resources or resolving differences.
- Coordinate with other organizations or stakeholders to accomplish goals.
- Plan and evaluate the progress and outcomes of projects.
- Identify and analyze problems; weigh relevance and accuracy of information; generate and evaluate alternative solutions; and make recommendations.
- Identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort.
- Plan, distribute, coordinate, and monitor the work of others.
- Recognizes opportunities to help the organization accomplish its objectives.

TYPICAL EQUIPMENT USED

General office equipment, personal computer, applicable field equipment, personal protective equipment.

PHYSICAL DEMANDS

While performing the essential functions of the job, the incumbent is regularly required to walk, stand, bend and sit; use hands to operate a keyboard, grasp, handle, or feel objects; reach with hands and arms, above the shoulders and below the waist; speak and hear normal speech in person and on the telephone; and lift, carry, push and pull objects up to 20 pounds.

WORK ENVIRONMENT

- Most work is performed in a normal office environment with little exposure to outdoor temperatures, dirt and dust.

- Some work may be performed in an outdoor or other environment where exposure to weather and/or dust can occur.
- Duties may require travel to various City locations and some evening, weekend, holiday and on-call work.

MINIMUM QUALIFICATIONS

Combinations of education and experience that are equivalent to the following minimum qualifications are acceptable.

Open-Entry Requirements:

- Education: Bachelor's degree with major coursework in engineering, architecture, project management, construction management, business administration, or a related field.
- Experience: Two years of project management experience that includes oversight of master planning processes, hiring of consultants, and construction management.
- Substitution: Possession of Project Management Professional (PMP) certification may substitute for two years of education.

Licenses and Certifications:

- Possession of a valid driver's license, to be maintained throughout employment.

From: [Gennett, Raylene](#)
To: [Richards, Amber](#)
Subject: Request for Leave of Absence
Date: Monday, May 11, 2020 12:48:23 PM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)

Amber,

I am requesting an indefinite leave of absence from my classified service position because I have accepted the exempt at will position. This at will position will be effective on May 19th if all goes well through council, I would like to retain the ability to come back to a previously held position in the event the exempt director position is terminated.

Thank you for your assistance on this.

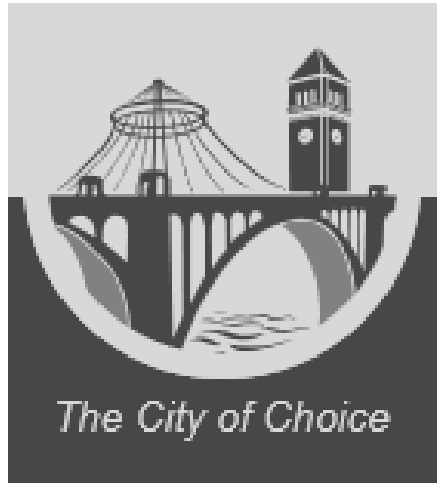


Raylene Gennett

City of Spokane | Wastewater Superintendent

509.625.7909 | fax 509.625.7940 | rgennett@spokanecity.org | spokanecity.org

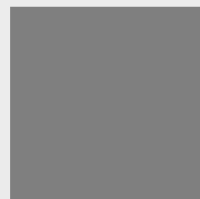
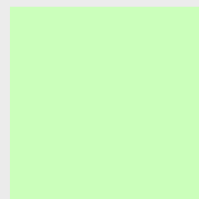
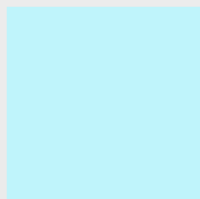
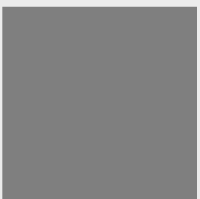




Civil Service

2019 Annual Report

Richards, Amber



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DRAFT

2019 Quick Statistics

Recruitments

138 (+8%)

11 Repeat

Requisitions

419

46 w/o List (-7%)

Vacancies Filled

396 (+8%)

Supported Employment

19 Eligibles on 9
Open Lists

Staff Turnover

Classified: 8.1%

Exempt: 16.6%

Education and Outreach

9 External & 12
Internal Events

Classifications Maintained

355 at Year-end

71 Reviewed

37 Revsed

Adjudication

1 Appeal

3 Claims

5 Administrative
Complaints

ORGANIZATIONAL OVERVIEW

CITY COUNCIL AND ADMINISTRATION

City Council

Ben Stuckart, Council President

District 1

Kate Burke

Mike Fagan

District 2

Breean Beggs

Lori Kinnear

District 3

Candace Mumm

Karen Stratton

Administration

David Condon, Mayor

CIVIL SERVICE COMMISSION

Mark Lindsey, Chair

Uniformed Employee Groups Appointment

January 2015-December 2021. Currently serving second term.

Judith Gilmore, Vice Chair

Civilian Employee Groups/SERS Board Appointment

September 2016-December 2020

Pam DeCounter

Mayoral Appointment

January 2017-December 2020

Craig Hult

Mayoral Appointment

March 2011-December 2021. Currently serving third term.

Scott Stephens

Commission Appointment

August 2017-December 2021

Commission Legal Counsel

Mike Piccolo

Chief Examiner/Director of Civil Service

Amber Richards

CIVIL SERVICE DEPARTMENT ROLE AND RESPONSIBILITIES

The Civil Service Department is in place to safeguard the integrity of the City’s personnel system. We do this by using Merit System principles to:

- Recruit a diverse applicant pool, ensuring classified positions are open to all interested individuals, regardless of their status in a protected class, connections or political affiliations,
- Hold fair, open and competitive employment tests to make certain that candidates have the qualifications and appropriate skills to perform the jobs they apply for and that positions are earned on the basis of merit,
- Ensure the City’s workforce is being used efficiently and effectively through a well-structured, modern classification system, and by
- Protecting employees against arbitrary action, favoritism, and political coercion by upholding due process rights for employee discipline and terminations to verify actions are taken for cause.

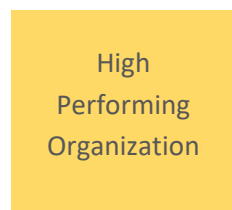
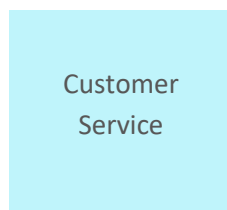
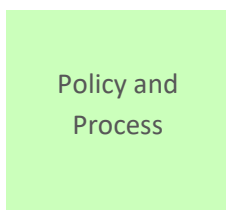
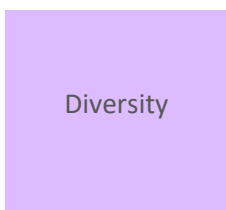
We are a quasi-department with independent authority derived from RCW 41.08 and 41.12 for City Fire and Police, and from Article VI in the City Charter for all other classified staff. Our work impacts the organization as a whole, and affects staff at an individual level on a daily basis. We view ourselves as partners and team players, despite our unique position. Our Vision, Mission, and Strategic Goals align with the merit system principles, as well as the City’s Strategic Plan.

VISION, MISSION, STRATEGIC GOALS

Civil Service: Fair. Fast. *Friendly.* Forward.

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

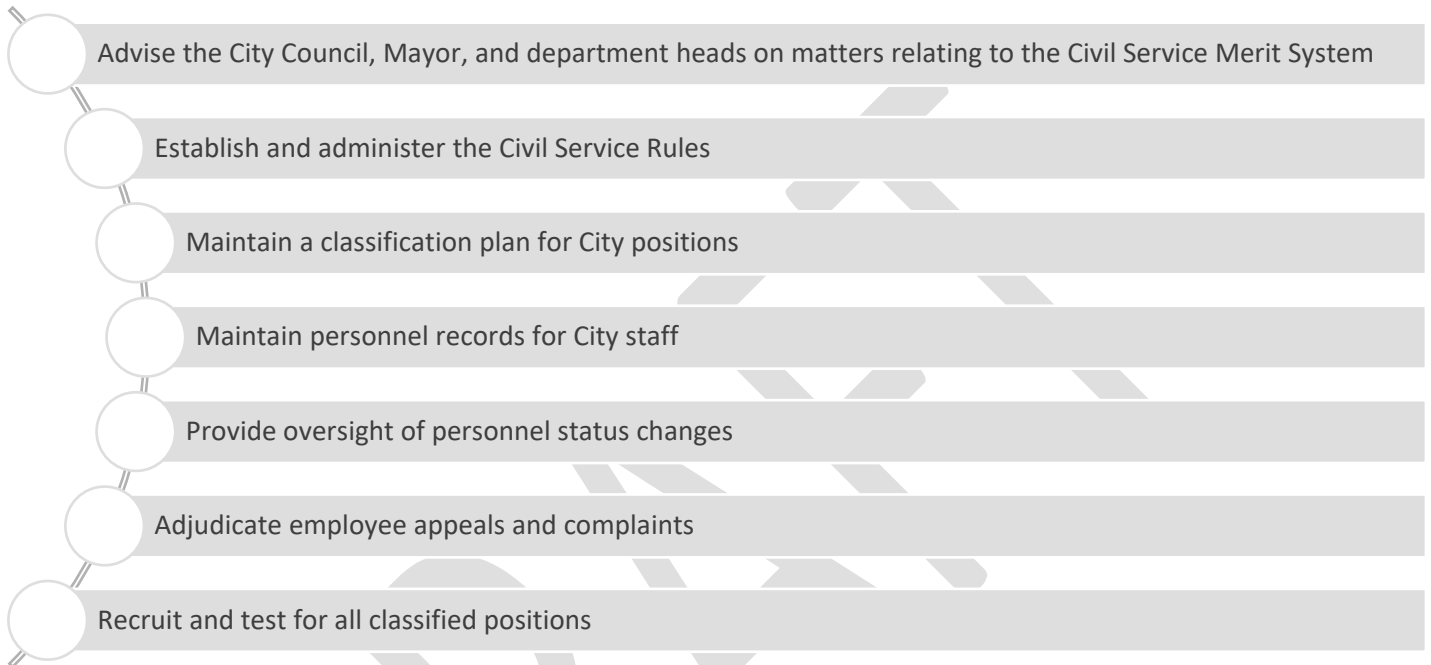
Our goals fall into four broad categories:



We strive to align all of our behavior, actions, processes, and functions with our Vision, Mission, and Strategic Goals. We have adjusted the format and structure of our 2019 Annual Report to relay this information in a manner that captures our work in the context of these guiding elements.

GENERAL FUNCTIONS

The Department provides an array of general programs and services to support approximately 2,000 City personnel and 350 classifications that fall under the authority of the Civil Service Commission. These predominantly include:



VALUE ADDED PROGRAMS AND SERVICES

In addition to the above, the Department provides the following additional services to benefit our customers and stakeholders:

Personnel Records Maintenance: The Department maintains and provides access to the personnel files for all City staff, to include Civil Service and Human Resources documents for both classified and exempt personnel.

Education and Outreach: This generally includes internal and external meet and greet opportunities, lunch and learn sessions, assessment center orientation sessions, hiring events and participation in New Employee Orientation, as well as the production and distribution of our quarterly newsletter, information sheets and other resources.

Employment Branding: This is a new program that is in its infancy. It has been shepherded by Civil Service and is growing into a robust partnership effort between Civil Service and the Communications department. It is designed to highlight the values and culture of the City of Spokane, along with the benefits of living and working in our community.

Recruiting: An ongoing program focused on attracting talented candidates to the City of Spokane by facilitating innovative and collaborative recruiting efforts based on industry best practices.

Supported Employment Program: A special hiring authority and program designed to increase diversity by allowing a waiver of the civil service examination for applicants with qualifying disabilities.

STRATEGIC GOAL 1: DIVERSITY

Diversity

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

- Develop comprehensive, collaborative recruiting efforts
- Build and promote Supported Employment Program
- Broaden discretion for Appointing Authority through policy
- Create values competencies

2019 was a pivotal year with regard to the efforts in diversity and creating a more representative organization. Civil Service was authorized an additional \$64,000 for a project employee marking the first major investment in pursuing the City and Commission's goals in this area. The Department used that funding to hire a Special Projects Coordinator in late April. This position was responsible for developing a comprehensive program around these goals and furthering this work. The major areas of focus this year were centered around building solid foundations for a number of large projects, to include: An employment brand, a recruiting toolkit, and the Supported Employment Program. In addition, we invested energy in cultivating internal and external relationships and partnership development. The long-term goal to make this position a full-time employee within the department, responsible for managing this burgeoning program, was achieved in December when the position was approved in our 2020 budget request. With the addition of this new full-time equivalent staff member, we anticipate sustained progress and evolution in each of the areas discussed below over the course of 2020.

Employer Branding and Recruiting Efforts: These initiatives are separate but very much intertwined and symbiotic. Little had been invested in these areas, however, midway through the year that began to change. In many ways, 2019 was a ground-breaking for both. We developed a recruiting toolkit to address the need for informed, coordinated, strategic recruiting to attract diverse, high-quality, civic-minded candidates in an evolving and highly competitive job market. We have also included a section within the toolkit dedicated to recruiting strategies for police officer candidates due to the difficulties experienced nationwide in this field. Through the process of creating this document, the approach to recruiting and the entire recruiting life-cycle has been revised and modernized. In particular, we have utilized the data available from 2018, along with current industry trends and best practices to identify and select new recruiting platforms that are tailored to our target audiences and provide broader reach. Our focus in 2020 will move away from job fairs and onto social media platforms, direct engagement and local long-term relationship building.

Mid-year, we began exploring and evaluating new recruiting platforms as discussed above. We kicked this effort off by utilizing the City of Spokane LinkedIn page, which is a low-cost, high-visibility platform. We started posting all of our recruitments on this page and simultaneously tried to maintain a consistent, active presence by posting content more regularly. Early results are promising! The page now has a total of 6,085 followers. In the month of December alone we have seen an increase of 273 followers. Our reach just on this platform has increased significantly.

In conjunction with the above, we are tailoring recruitments to help potential candidates connect with and identify themselves in the jobs we are seeking to fill by highlighting distinct aspects and impacts of the work for specific vacancies. This is an industry best-practice and one that links the benefits of public sector work to the fulfillment candidates in the market today are seeking. This practice enables us to leverage an area where City employment may be a more attractive option than private sector employment. Through our partnership with the Communications Department, we are working to develop content and human-interest pieces to generate interest on this site as well as

other targeted social media outlets. More importantly, we have started establishing a “brand” for the organization, which is critical to the success of this effort.

To maximize the impacts of this work, we have taken a more open approach to sharing our tools with Human Resources. We are running all recruitments through NeoGov which creates a consistent candidate experience, regardless of which avenue the candidate pursues during the initial application process. We also started running all City recruitments through the same major recruiting channels instead of only posting our Civil Service positions.

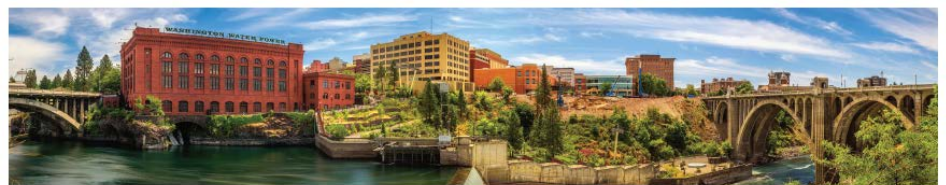
These improvements are designed to elevate the overall candidate experience and provide cost savings to the City by creating efficiencies of scale. In addition, sharing these platforms creates a streamlined and improved experience for hiring managers and should mitigate the reporting challenges we have due to irreconcilable data. We will evaluate the impacts of these changes along with data from our performance measures throughout the coming year so that we can make data-informed course corrections as needed.

Supported Employment Program (SEP):

This program was officially adopted by the Commission in December, 2018. It formally launched in January 2019, and was introduced to the community through a press conference with Mayor Condon, Rep. Cathy McMorris Rodgers and partner organization HireAbility. The work this year primarily focused on education and outreach around the program. These efforts were designed to increase awareness about the Supported Employment Program and the mechanics of how it works.

We hosted and participated in several smaller events throughout the year for this purpose. These set the stage for a much larger event in October where Civil Service, Human Resources, Rotary 21 and HireAbility joined forces to host a Partners for Work event at City Hall to build community and awareness around Supported Employment and to engage local candidates and hiring managers in a direct-hire opportunity for attendees.

The event kicked off with a panel discussion delivered by local business professionals and City staff who shared their experiences employing and working with individuals with disabilities. 30 people participated in the panel discussion and were able to ask questions and learn about the advantages of an inclusive workforce first-hand. The second portion of the event was candidate focused. 10 local businesses conducted on the spot interviews with about 60 candidates. All event participants gained interview experience and several candidates were offered jobs. This was such a great success that we will be continuing these partnerships into 2020 by hosting a spring and fall event that build on the momentum of this pilot.



City of Spokane Partners for Work



Hear from local HR and hiring manager professionals to learn more about supported employment for people with disabilities. The panel discussion is open to all who are interested in learning more about this topic.

Wednesday, October 16th
808 W Spokane Falls Blvd (City Hall)
Spokane, WA 99201

**Supported Employment
Panel Discussion:**
9:00 to 10:00 a.m.

**Interview with Local Business
and the City of Spokane:**
10 a.m. to Noon (accepting SEP
applications for City positions)



The culmination of these efforts manifested in a successful first year. We ran spring and fall recruitments for the program and have a total of 19 qualified applicants on eligibility lists for nine different classifications and forged a number of important community partnerships along the way.

Relationship Building: Initial groundwork was laid in this area during 2019 as new relationships were built and



strategic partnerships were identified and initiated. A great example of these efforts in action occurred this fall when Human Resources and Civil Service partnered with Whitworth University to offer a Career Trek day. Students from various studies came to City Hall, observed a ribbon cutting event, toured the newly renovated Waterfront Park, met with city administration and finished with a question and answer session with a panel of staff members. Feedback from the event from Whitworth and City participants was very positive. This type of relationship building and direct engagement is incorporated in our 2020 work plan. We will be working to broaden our partner network to include other local universities for related future events. Vigorous and more focused effort will be made in the coming year toward cultivating and managing key internal and external relationships to ensure the success of all our initiatives.

BARRIERS TO DIVERSITY AND INCLUSION

The work accomplished this year did not translate to measurable improvements in the diversity of the applicant pool. That was in many ways expected as the focus of our initial effort was on building a foundation for sustained success in this area rather than taking a near-sighted and purely tactical approach to solving these challenges. Recruiting is one small piece of the solution and a coordinated, multi-pronged effort is needed in order to address this challenge and achieve lasting results in this area.

Two examples provide a bit of perspective on how our current infrastructure creates barriers to diversity. First, the current demographic composition of City staff is 91% White/Caucasian and 79% male. In 2019, Civil Service filled approximately 400 positions, 60% of those were only available to internal candidates. Of the remaining 40% that were open to the external applicant pool, the majority are entry level jobs with inherently lower pay, and limited benefits and upward mobility. This means that opportunities to secure a job with the City are limited, and those that are available might require applicants to sacrifice pay and/or benefits to accept a position. Second, the City does not offer enough flexibility in permanent positions that would appeal to a more diverse applicant pool, such as permanent, part-time positions that offer benefits, job sharing, infant at work programs, or options such as paid parental leave. Our current approach is based on an outdated, one-size fits all mentality, which does not fit the needs of the current workforce.

Pursuing additional special hiring authorities through amending Civil Service Rules, and revisiting bargaining unit contracts will be needed, in addition to broadening the options for permanent employment with the City. This could include things such as offering regular part-time employment and job-share opportunities, greater schedule flexibility,

comprehensive benefits that are structured around the needs of the workforce, and changing the culture of the organization to embrace diversity and inclusion efforts. These are major undertakings which will require commitment, dedicated resources, and teamwork across the organization.

DIVERSITY PERFORMANCE MEASURES

PM Goal: To have an organization that is demographically representative of the community we serve.

The data indicates small declines in applicants in each protected class from 2018. This could be due to the addition of an “unknown” category candidates now have the option of selecting, and the issue related to reporting discrepancies that occur as a result of data that does not reconcile. Another possible factor could be the high volume of public safety recruiting that occurred in 2018 that was not replicated in 2019, particularly in regards to the number of veteran applicants. A notable anomaly reflected in the data this year is that it includes candidates who applied for non-classified (exempt, temp/seasonal, and project employee) recruitments. Interestingly, we had fewer candidates this year than last year despite using this platform for the full range of recruiting conducted by the City. This could be reflective of the limited candidate pool and highly competitive market, though it is more than likely a combination of issues and challenges.

2018 HISTORICAL DIVERSITY DATA

Applicants by Gender:

Gender	Number	Percent	2018 Hires	Hire Percent	# Classified Staff	% Classified Staff	City ¹ Population	County Population
Female	1820	35.8%	63	31%	402	21%	51%	50%
Male	2609	51.4%	141	69%	1541	79%	49%	50%
Non Binary	6	0.1%	n/d	n/d	n/d	n/d	n/d	n/d
Did not Identify	643	12.7%	n/d	n/d	n/d	n/d	n/d	n/d

Applicants by Race/Ethnicity:

Race/Ethnicity	Number	Percent	2018 Hires	Hire Percent	# Classified Staff	% Classified Staff	City Population	County Population
American Indian/Native Alaskan	77	1.5%	3	1.4%	30	1.5%	1.8%	1.8%
Asian	132	2.6%	4	1.9%	33	1.7%	2.8%	2.4%
African American	147	2.9%	5	2.5%	20	1.0%	2.3%	2.0%
Hispanic	265	5.2%	7	3.4%	50	2.6%	6.2%	5.7%
Native Hawaiian/Pacific Islander	36	.7%	1	0.5%	2	0.1%	.8%	0.6%
White/Non-Hispanic	3611	71.1%	171	84%	1761	91%	81.5%	84.6%

Other protected Classes:

Persons with Disabilities	322	6.3%	15	4.7%	n/d	n/d	12.4%	10.9%
Veterans	553	10.9%	34	11%	n/d	n/d	8%	8%

¹ City/County data for both race and gender retrieved from:

<https://www.census.gov/quickfacts/fact/table/spokanecitywashington,spokanecountywashington/PST120217#PST120217>

2019 Applicants by Gender:

Gender	Number	Percent	2019 Hires	Hire Percent	# Classified Staff	% Classified Staff	City ² Population	County Population
Female	1575	30.1%	51	31.3%	513	24.1%	51.3%	50.4
Male	2451	46.8%	103	68.7%	1616	75.9%	48.7%	49.6%
Non Binary	15	0.3%	n/d	n/d	n/d	n/d	n/d	n/d
Did not Identify	50	1.0%	n/d	n/d	n/d	n/d	n/d	n/d

2019 Applicants by Race/Ethnicity³⁴:

Race/Ethnicity	Number	Percent	2019 Hires	Hire Percent	# Classified Staff	% Classified Staff	City Population	County Population
American Indian/Native Alaskan	68	1.3%	0	0%	17	0.8%	1.9%	1.8%
Asian	121	2.3%	0	0%	29	1.4%	2.6%	2.4%
African American	125	2.4%	3	1.8%	22	1.0%	2.2%	2.0%
Hispanic	225	4.3%	6	3.7%	50	2.3%	6.5%	5.9%
Native Hawaiian/Pacific Islander	42	0.8%	0	0%	0	0%	0.8%	0.6%
White/Non-Hispanic	3328	63.6%	124	76.1%	1911	89.8%	85.1%	84.3%
**Unknown	1160	22.2%	23	14.1%	36	1.7%	n/d	n/d
Other protected Classes:								
Persons with Disabilities	187	6.9%	6	4.8%	n/d	n/d	12.4%	10.9%
Veterans	207	7.7%	10	5.4%	n/d	n/d	7.9%	19.8%

² City/County data for both race and gender retrieved from:

<https://www.census.gov/quickfacts/fact/table/spokanecitywashington,spokanecountywashington/PST120217#PST120217>

³ Available census information utilizes categories that don't reconcile with categories in NeoGov or PeopleSoft resulting in additional data discrepancies. There are also differences in the categories tracked in NeoGov (CS) versus PeopleSoft (HR) that result in unreconciled numbers and minor data discrepancies. Additionally, the Hire Percent columns in both tables above for race and ethnicity reflect data for individuals hired from open processes only and is inclusive of exempt hires. Persons with disabilities and veteran hires include both open and promotional processes. Last, the overall numbers may be skewed since this is now a shared resource so data will be at least partially inclusive of classified, exempt, project, and temp/seasonal recruitments.

⁴ Unknown is a new category listed under race/ethnicity so no comparative data is currently available.

2019 Applicants by Source and Race/Ethnicity:

Source*	American Indian	Asian	Black	Declined to Respond	Hispanic	Hawaiian Pacific Islander	White	Unknown	Total	Percent
City Employee	5	9	26	18	20	1	466	7	552	10.5%
Craigslist	0	0	0	0	0	0	2	0	2	<0.1%
Social Media	2	4	2	0	1	1	31	0	41	0.8%
Friend / Family Member	4	3	4	6	16	3	184	2	222	4.2%
Government Jobs	6	25	27	31	54	15	504	23	685	14%
Hiring Workshop	1	0	0	0	0	0	2	0	3	<0.1%
Indeed	26	42	38	50	78	11	1016	39	1300	25%
Job Fair	0	0	0	0	0	0	5	1	6	0.1%
LinkedIn	0	1	0	2	0	0	28	1	32	0.6%
City Website	19	28	16	39	36	8	844	25	1015	19%
Other	5	8	12	20	20	3	234	7	309	6%
Traditional Media	0	0	0	0	0	0	6	0	6	0.1%
Unknown	0	0	0	0	0	0	2	1055	1057	20%

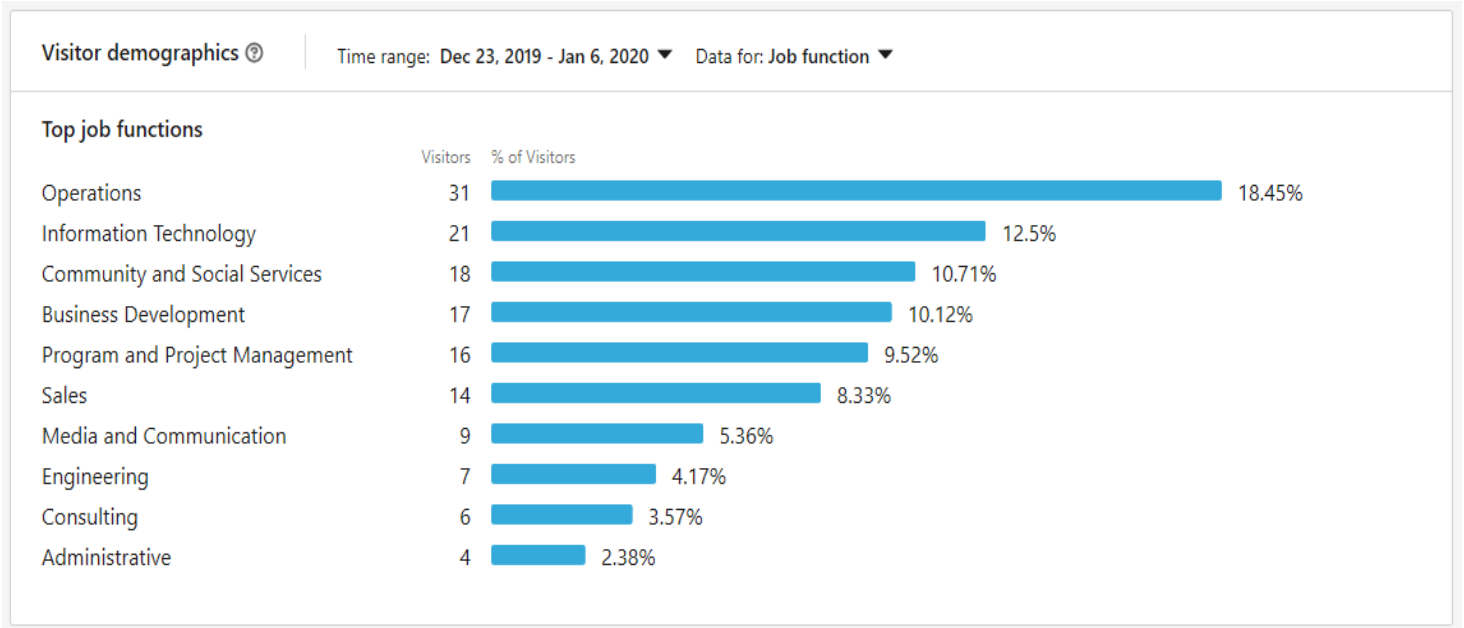
2019 Applicants by Source and Gender:

Source ⁵	Declined to Respond	Female	Male	Non-Binary	Unknown	Total	Percent
City Employee	3	186	353	2	8	552	11%
Craigslist	0	0	2	0	0	2	<0.1%
Social Media	0	23	18	0	0	41	0.8%
Friend / Family Member	2	69	146	0	5	222	4.2%
Government Jobs	8	215	441	1	20	685	13%
Hiring Workshop	0	1	2	0	0	3	0.1%
Indeed	18	615	638	3	26	1300	25%
Job Fair	0	2	4	6	0	7	0.1%
LinkedIn	1	15	14	1	1	32	0.6%
City Website	11	355	620	5	24	1015	19%
Other	7	91	2032	3	5	309	6%
Traditional Media	0	2	4	0	0	6	0.1%
Unknown	0	0	2	0	1055	1057	20%

⁵ Association of Washington Cities, Careers in Government, Glassdoor, GSI Jobs Board and Monster were sources used but are not reflected in the two tables above because their applicant yields were zero.

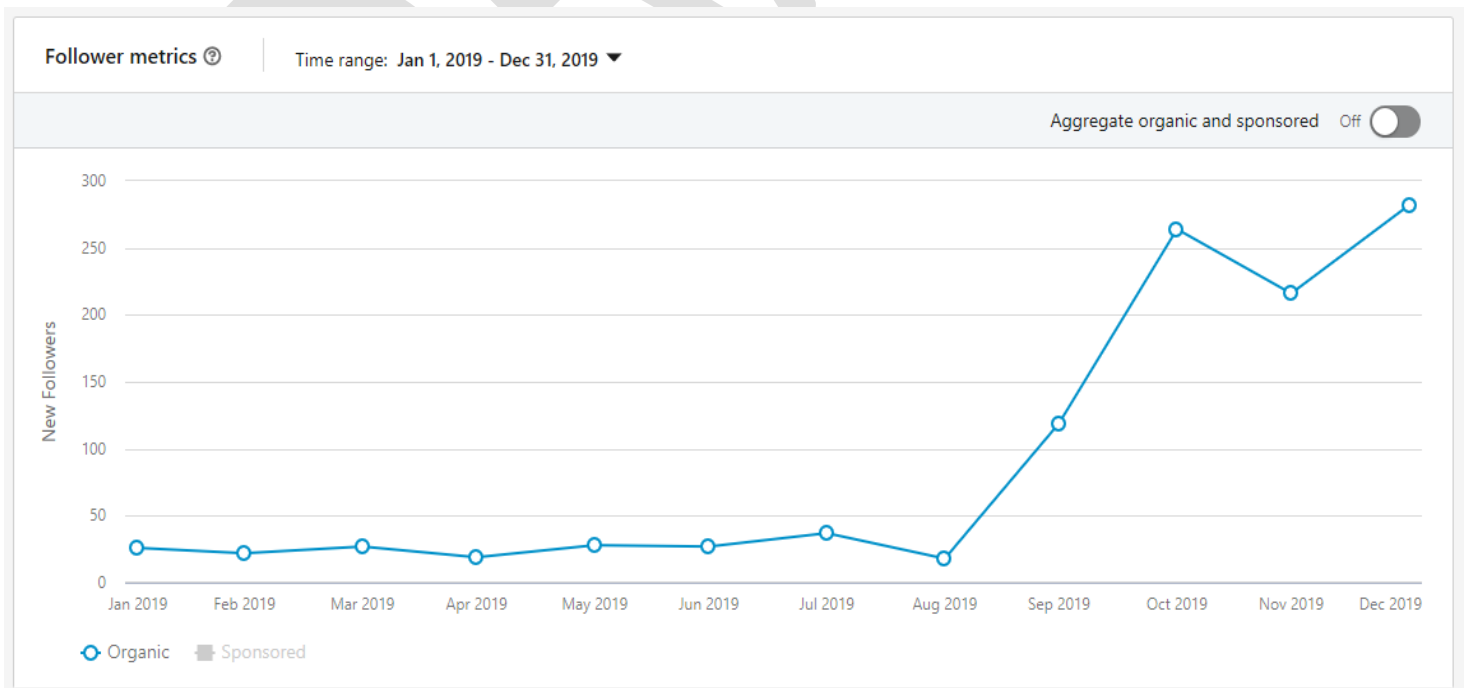
PM Goal: Increase number of unique visitors by 600 quarterly.

2019 LinkedIn Visitor Metrics:



PM Goal: Increase the number of organic followers by 300 quarterly.

2019 LinkedIn Follower Metrics:



STRATEGIC GOAL 2: POLICY AND PROCESS

Policy and Process

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

- Revise rules
- Develop Classification Plan
- Develop Testing Plan
- Create modular testing structure

Work accomplished in this strategic area sets the foundation for all of the core functions performed by Civil Service. Creation and revision of these infrastructures is complex, arduous, and multi-faceted. Changes in these bodies of work are impactful in many ways at the individual, organizational, and community-wide levels; as such, they require extensive communication, nurture, and shepherding, often over the span of several years.

As we work to move these efforts forward, we are paying specific attention to experiences that provide our team with opportunities to learn and grow – building on our successes, learning from our mistakes and incorporating lessons learned into our processes. One area in particular that continues to pose a challenge for us is communication. Civil Service is somewhat austere by design, due to our unique position in the organization. This presents a significant impediment as we are not included or represented in official communication channels in the same manner as other departments. Maintaining direct, in-person communication to the degree necessary to effectively communicate and build the trust needed to implement large-scale initiatives is incredibly challenging and time consuming. We recognize this disadvantage and have adjusted our team structure slightly in an attempt to create more bandwidth among key staff to actively, regularly communicate about our work next year. More information regarding team structure can be found in the [High-performing Organization](#) section of this report while progress for each of the major efforts initiated related to policy and process are noted below.

Rule Revisions: Several superficial changes were made to the Civil Service Rules this year, to include revising Rule 2.38 the definition of promotion, adding language to allow for the use of automatic disqualifiers for police in Rule IV, Section 16, and changing the language regarding probationary periods in Rules V, Section 10 and VI, Section 14. More importantly, efforts have been underway for several months to work through a series of more comprehensive rule changes that are designed to create better readability and easier navigation and comprehension of the document. These changes will also address several issues that were identified throughout the course of 2019. More importantly, they mark the initial efforts to modernize and reform the system.

Classification/Test Plan Work: This work has been merged into a joint effort we are calling the Comprehensive Classification and Test Development Plan. Classification is the foundation of the entire personnel system for the City of Spokane, yet no formal classification plan exists for this organization. Ideally, classification studies are done for the entire organization simultaneously, and occur at regular intervals occurring between five and seven years. In January, Civil Service contracted with Koff & Associates to assist with the development of a formal classification plan and to undertake a comprehensive classification study of all administrative and clerical classifications throughout the City, classifications within the Development Services Center, Code Enforcement, Engineering, and Planning Departments. This is a major undertaking and, despite the limitations of the study, represents the first major class study initiated for this organization.

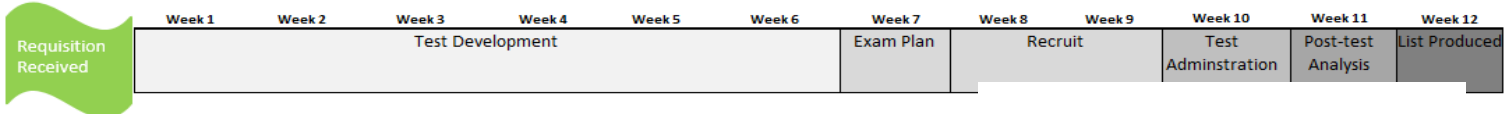
In conjunction with the work performed by the consultant, the Civil Service team executed classification studies for the Accounting, Upriver Dam, Community Housing and Human Services (CHHS) Departments and the Public Defender's Office. We worked to incorporate a defined structure of class concepts to ensure alignment with the plan being

developed by Koff & Associates. The Public Defender I classification was updated, the Accounting study was completed pending final adoption, and the two lines of progression in the CHHS department are expected to be completed in January. The remaining classifications also proceeded to the late steps of the study process; steps include review of new specifications by staff in each position, supervisors and management, and bargaining unit representatives for each class.

In December, the Department again contracted with Koff & Associates to assist with additional classification study work for 2020 for the Police, Fire, Human Resources, Civil Service, and Information Technology Departments, as well as all IT-related classifications embedded in departments throughout the organization. Similarly, our team will undertake smaller class studies throughout the year in conjunction with this work. Through these experiences, we are developing a solid process for conducting comprehensive studies and expect to gain more efficiency as we continue to focus on quality work in improving job classification structure and content for all classified City jobs. More information and analysis of the impacts of this body of work are discussed below in the [Department Administration and Operations](#) section.

Testing Structure: Historically, our test development structure has been linear and lengthy. All the work related to test development, testing and recruitment were accomplished by individual analysts and little was done to standardize and measure test development timeframes or outcomes. We are working to revise this process into a modular structure that is accomplished by a joint analyst and administrative team. The classification work discussed above ties into this because job analysis will ideally be completed well in advance of test development, not as the initial step as it currently exists. These changes will increase bandwidth for analysts by creating more bandwidth to focus on their core work rather than administrative tasks and will simultaneously shorten the test development lifecycle by restructuring work flow. These improvements will occur in conjunction with revisions to our testing model. We are moving to a competency based structure where we will have pre-developed test items that can be quickly assembled into an exam. This is an important step in reducing time to hire. The graphic below depicts the changes and anticipated outcome of these improvements, which should reduce the timeline by half. We are also leveraging Asana, which is a project management tool that will allow us to better capture this data beginning January 1, 2020. This will enable us to track and measure the work flow timeline, providing greater visibility into issues that cause delays so we troubleshoot those to improve our overall process.

Current Standard Test Development Cycle



Strategic Goal 2: Policy and Process

Revised Standard Test Development Cycle



POLICY AND PROCESS PERFORMANCE MEASURES

These are under development. We could not create measures without a formal process or established standards and timeframes. That work was accomplished this year. These new processes will followed so that we can accurately track and measure our timeframes. As data is collected and analyzed in Asana, we will be able to create benchmarks and goals for improvement. We anticipate reporting will be available during 2020 and included in the next annual report.

STRATEGIC GOAL 3: CUSTOMER SERVICE

Customer Service

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

- Define Civil Service in practical terms
- Create/Update outreach and informational materials
- Improve service expectations and delivery
- Promote value

Civil Service is primarily in place as a benefit to the taxpayers who fund this organization. As stewards of the City's most important asset, we have a fiscal responsibility for managing employees with the short and long-term public interest in focus. Citizens, residents, the external applicant pool and hiring managers are by far, our largest group of patrons. To a lesser extent, we provide services to current and former classified staff. We have made significant progress in enhancing our service delivery this year, the majority of these were centered around foundational improvements in several areas with more substantial, focused improvements planned for 2020.

Surveys: The Commission requested an internal customer satisfaction survey be initiated in 2019. With this direction, staff worked with internal stakeholders to create a 10-question survey, which was issued to all City staff in October. We received 348 responses which provided an initial benchmark that we plan to use to establish future performance measures to track our progress in this area. After an initial analysis, we found that overall the results were positive. We also identified three areas for improvement based on the trends found in the data. We will continue to analyze the information to look for additional areas where improvement may be needed. We anticipate re-issuing this survey every three years.

In addition, department staff created and issued a candidate satisfaction survey for external applicants applying to open recruitments and a hiring manager satisfaction survey. The former was issued following seven recruitments during the latter part of 2019. We received a total of 286 responses, which although limited, are already indicating some interesting trends. We will continue to issue this survey regularly to gather, analyze and use the data to inform our process improvements throughout 2020. Results from both surveys are provided below in the performance measures section.

Education and Outreach:

In 2019 Civil Service offered four Lunch and Learns, covering topics such as: Date in Class, Job Analysis, Promotional Process, and Navigating NeoGov. Total attendance for all sessions combined was 70. The Promotional Process session had the highest attendance of the four, topping out with 31 attendees.

In the last quarter of 2019 Civil Service began presenting at internal, offsite all department meetings. These outreach sessions are an opportunity for Civil Service to meet current staff members where they are, build relationships and answer any Civil Service related questions employees may have. Presentations were made at the Water and Streets

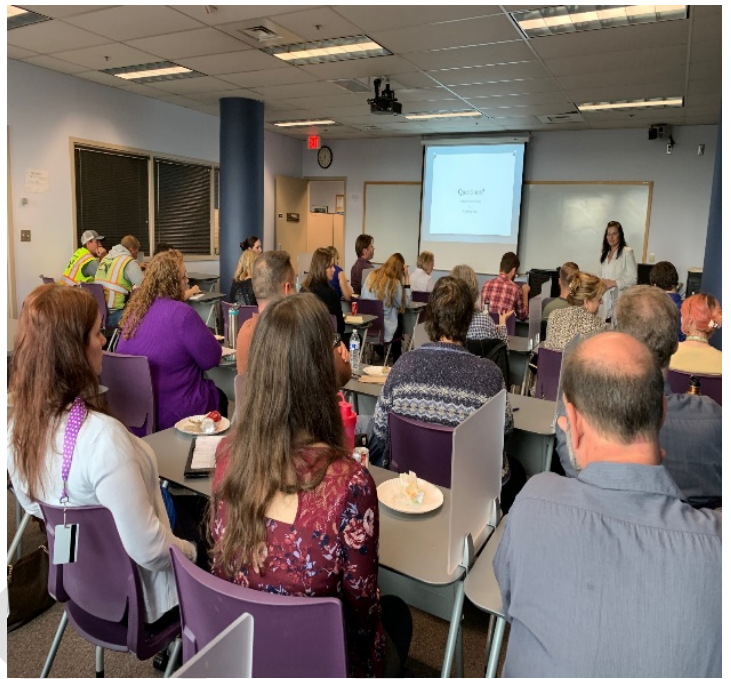
Main Survey Trends

- Many of our processes take too long, which places strain on the organization.
- There are a large number of staff who have not used the NeoGov platform or we can assume are not generally familiar with it.
- Customer service is generally good when we provide it, but there are often delays in our response that creates frustration for our customers.

Departments this fall to an estimated 150 staff members. We will continue this new outreach strategy in 2020 and hope to increase attendance with each session.

In addition, Civil Service was provided with 15 minutes to present to employees during New Employee Orientation (NEO), which is an event that is hosted by Human Resources every other month. This provides us with six great opportunities to introduce our team, discuss the value of Civil Service, as well as to connect with and provide resources to staff who are just joining the City.

More recently, we created a quarterly newsletter called *Merit Matters*. The first issue was published in October. We will use this platform to more actively inform internal customers of new or interesting Civil Service topics. The first edition had a 23.4% open rate and a 4.3% click rate. We will monitor this over time to see if we can learn anything from the data to adjust or improve the content as we go.



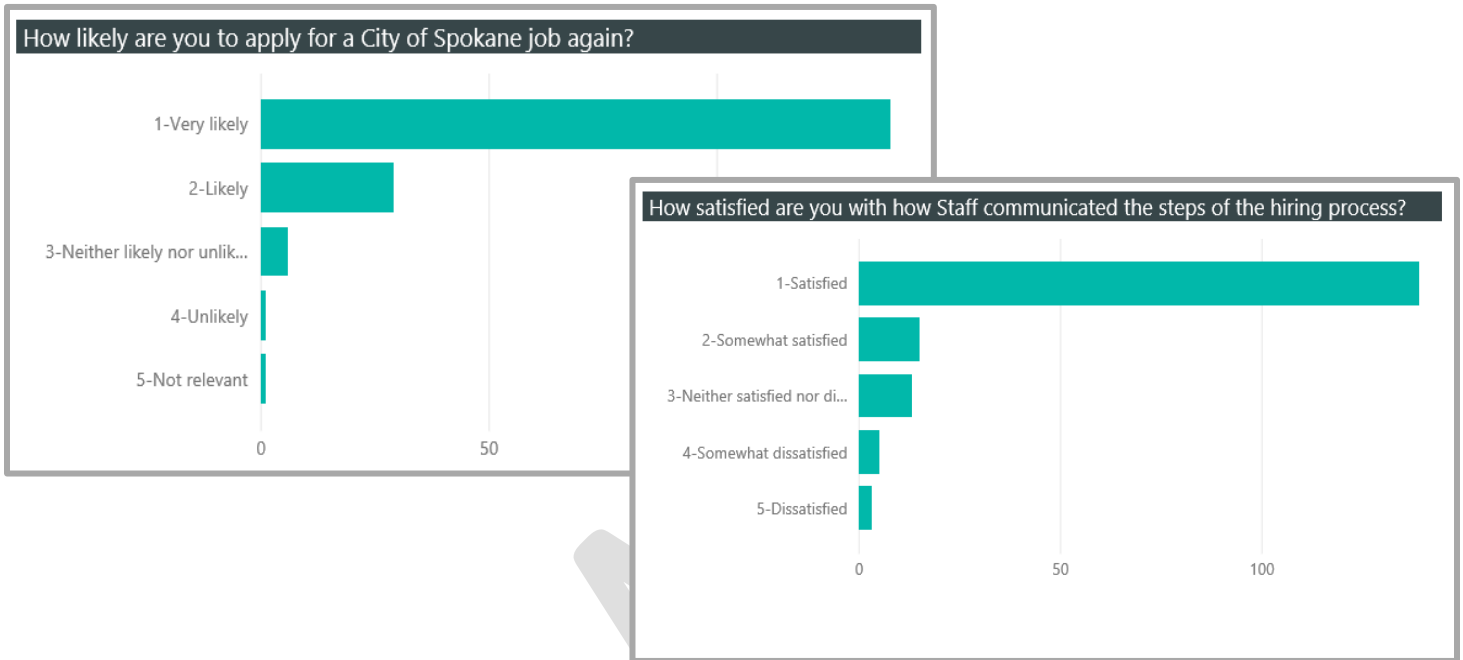
To complement the internal outreach efforts discussed above, we invested in a couple of key areas that target both internal and external groups, to include the creation of informational sheets and website updates. The initial series of informational sheets are designed to provide easier access to important information and to explain our processes more clearly. These are available on our public-facing website, internal SharePoint site and in the new information hub located in the Civil Service Office.

Website updates occurred during the second quarter and focused on improving accessibility and relevance of content on the City of Spokane [Career webpage for classified positions](#), the [Supported Employment webpage](#), the [“Why Spokane” webpage](#) and our internal [SharePoint webpage](#). These updates were intended to provide improved user navigation, clear and concise language and be more visually appealing to our customers. Improvements to the user interface on the City Jobs page are underway as well but were not completed in 2019.

Office Reconfiguration and Cleanup Efforts: The layout of the Civil Service office was not overly welcoming or functional and did not make good use of the space available. During the last quarter, we incrementally reconfigured the office layout to address these issues, and to accommodate the addition of two new full-time employees. During the reconfiguration, we invested time and effort into cleaning and purging clutter that had accumulated in the department over the years. We have adopted the mantra of doing the best with what we have, and with that in mind, have created a bright refreshed space with a formal reception area complete with seating for visitors, an information hub, additional staff “cubicle areas”, and a “collaboration station”. We also organized the vault and refreshed the testing room space. These upgrades have improved the flow and function of our office space and mitigated several safety concerns all at a minimal cost. The Civil Service Office is often the first exposure candidates have in a City facility and that first impression is important to get right. These changes have improved our general appearance and will make a difference in this area.

PM Goal: Maintain level of applicant satisfaction - More data needed.

External Applicant Satisfaction Measures (286 Responses):



PM Goal: TBD – More data needed.

Applicants Who Scheduled but did not Attend a Test Session (6 Responses):

What was the reason for not attending your scheduled testing session?

Attribute	Count	Percent
I could not take the time off from work	4	67%
Something unexpected came up	2	33%
Total	6	100%

Which of the following options would have the greatest impact on your applying for this job in the future?

Attribute	Count	Percent
Ability to schedule and take tests at my convenience	2	33%
Different testing location with free parking	1	17%
Scheduled tests in the evenings and weekends	3	50%
Total	6	100%

PM Goal: TBD – More data needed.

Applicants who did not Schedule a Test Session (6 responses):

What was the reason for not attending your scheduled testing session?

Attribute	Count	Percent
I could not take the time off from work	2	33%
I lost interest in the position	1	17%
I was unable to travel to Spokane to take the test	1	17%
I was unavailable during the set dates and times	1	17%
Other (please specify)	1	17%
Total	6	100%

Which of the following options would have the greatest impact on your applying for this job in the future?

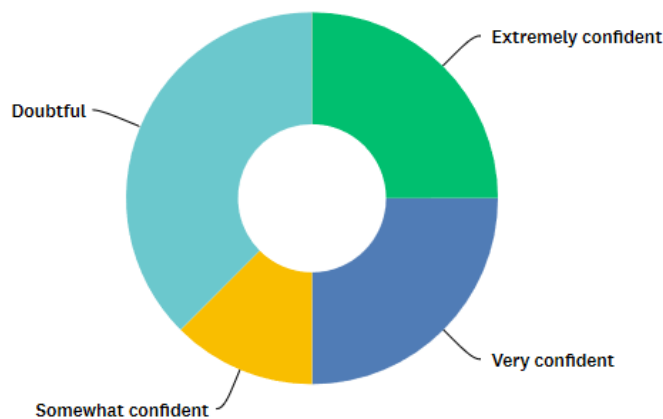
Attribute	Count	Percent
Ability to take tests outside of Spokane	2	33%
Different testing location with free parking	1	17%
Other (please specify)	2	33%
Scheduled tests in the evenings and weekends	1	17%
Total	6	100%

PM Goal: Increasing hiring managers confidence in candidates by 25% in 2020 – More data needed.

Hiring Manager Candidate Confidence Rating (8 Responses)

How confident were you that the candidates on your list were qualified to do the work?

Answered: 8 Skipped: 0

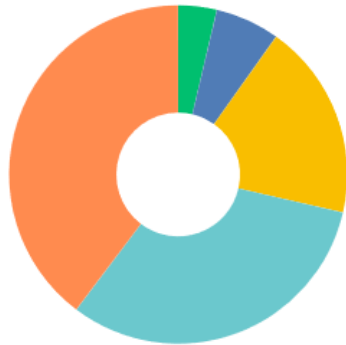


PM Goal: Increase weighted average to 4.0 or above for customer service, quality and responsiveness measures.

Internal Customer Satisfaction Survey Results (348 responses) – Overall Customer Service:

Please rate the overall customer service provided by the Civil Service team (on a 5-star scale with 5 being highest):

Answered: 325 Skipped: 23



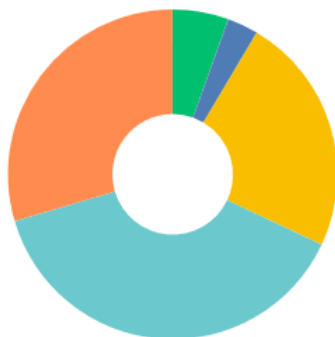
1 2 3 4 5

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	3.69% 12	6.15% 20	18.77% 61	31.69% 103	39.69% 129	325	3.98

Internal Customer Satisfaction Survey Results (348 responses) – Quality of Product/Service:

Please rate the quality of the product/service you received (on a 5-star scale with 5 being highest):

Answered: 328 Skipped: 20



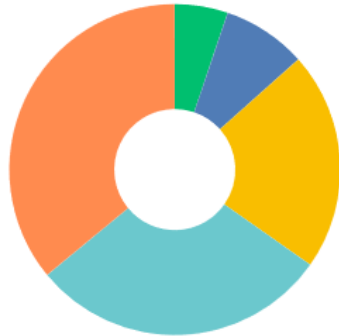
1 2 3 4 5

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	5.49% 18	3.05% 10	23.48% 77	38.41% 126	29.57% 97	328	3.84

Internal Customer Satisfaction Survey Results (348 responses) – Responsiveness:

Please rate the Civil Service Department's responsiveness to your needs (on a 5-star scale with 5 being highest):

Answered: 328 Skipped: 20



1 2 3 4 5

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	5.18% 17	8.23% 27	21.34% 70	29.27% 96	35.98% 118	328	3.83

DRAFT

STRATEGIC GOAL 4: HIGH PERFORMING ORGANIZATION (HPO)

HPO

Develop a high-performing, resilient Civil Service Department

- Establish and track performance measures
- Establish standard practices and processes
- Evolve team structure to facilitate succession planning, resilience and cost controls
- Adopt continuous improvement processes and organizational culture/mindset

We have made good progress towards this goal throughout the year. Our team has continued to work towards greater collaboration both intra-departmentally and inter-departmentally. We are less siloed and more cohesive in our processes. We have worked hard to implement practices and methods to learn and grow together, and to share information more rapidly. We have begun standardizing and documenting our processes for greater organizational continuity and resilience, and have a solid team structure in place that provides for increased redundancy, succession planning, and long-term cost savings.

Performance Measures: We are committed to making data-informed decisions and keeping ourselves accountable in achieving our goals. We are working to build our performance measures out in meaningful ways that align with our strategic goals, newly created long-range plan, and annual work plan. Throughout 2019, we worked to establish measures and have begun collecting data and tracking trends. We have established a Power BI page for Civil Service so that our measures can be shared publicly in the same format as all other City departments. We also participated in the Administration's performance measures initiative, which was a first for Civil Service. Despite this progress, our performance measures are in their infancy and little information is available to-date. As we continue gathering data, and mature as a department, we will establish benchmarks and goals for improvement so that we can reap the full benefits associated from this initiative.

Practices, Processes, and Continuous Improvement: This year we focused on creating a long-range plan to help guide us in our work and keep us focused on the future. Much of our work consists of large, lengthy projects and requires advanced planning to orchestrate the timing and logistics so that we have the best chance of achieving success. This plan covers the major bodies of work we have prioritized for 2020-2024. We have also created annual work plans for Diversity, Customer Service and Policy and Process efforts which contain more tactical, near-term goals. A copy of the long-range plan is included in the [Appendices](#) for reference.

In addition, we began to tackle inconsistencies within the department by establishing standards and expectations, which we documented and formalized through the creation of internal policies and standard operating procedures (SOPs). This is a significant undertaking and the work will continue through 2020 and beyond. These practices benefit the department and the organization in a number of ways; primarily by increasing resilience through continuity of practice, increasing efficiency of general operations and on-boarding/training new personnel, and mitigating risk. Substantial accomplishments in this area are outlined below.

2019 Major Continuous Improvement Efforts:

- Completed a two year detailed audit of all off-site Civil Service records, which included updating and purging necessary documents to become fully compliant with City and State retention rules for the first time in many years.

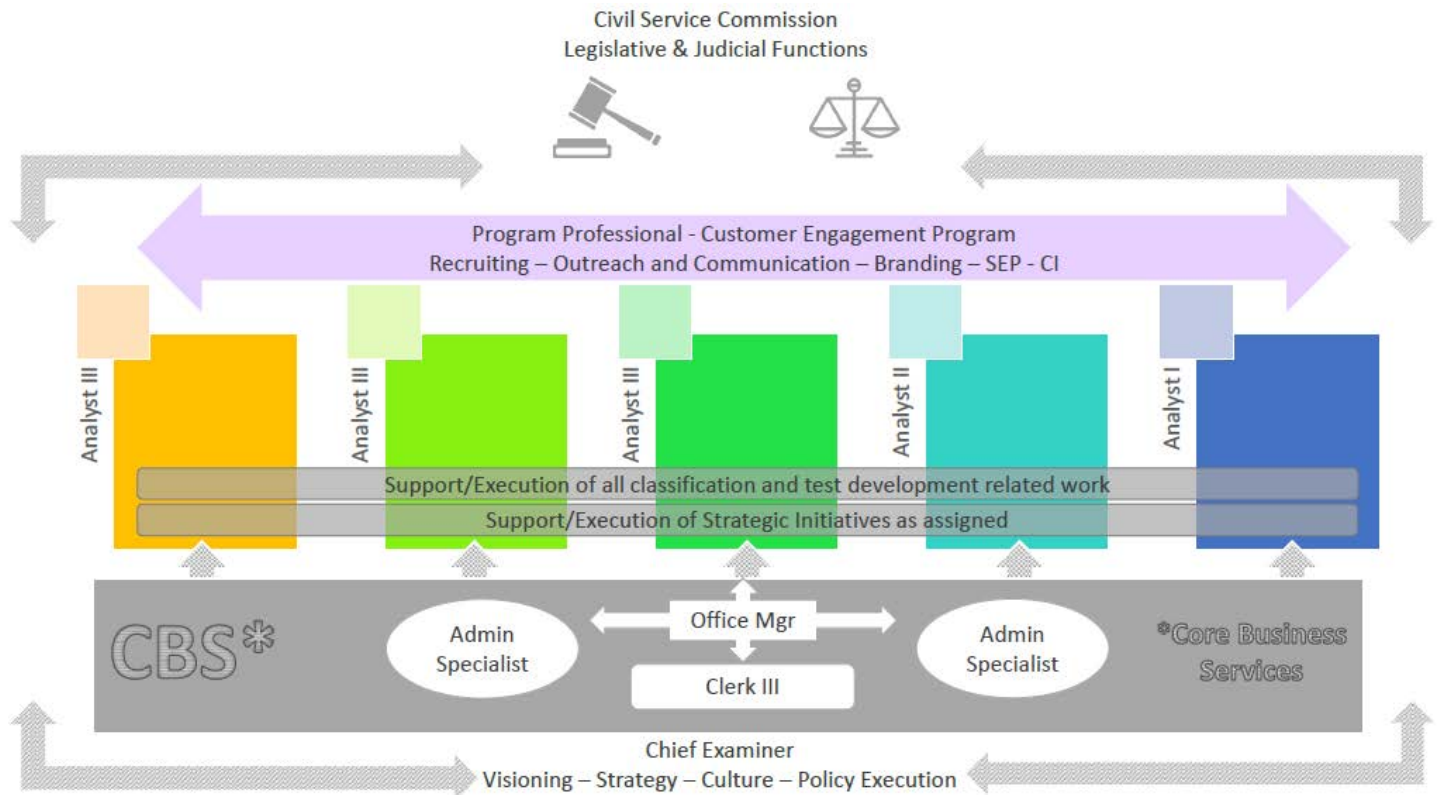
- Moved to a digital file system for all employee files, streamlining the system with HR. This process will allow for easier and paper free accumulation of personnel documents. In addition, it reduce duplication of work and improve service delivery to customers by creating increased accessibility to records for employees and managers.
- Worked in partnership with Human Resources and other City departments to begin using NeoGov (governmentjobs.com) for recruiting all temp/seasonal, project and exempt non-classified recruitments. We are in the process of transitioning all recruitments to this shared platform to ensure a cohesive and streamlined recruitment process for all types of hiring within the City, which improves the candidate experience.
- Continued expanding the use of OnBase as our Department’s records database. All internal paper documents have been scanned, indexed and are now searchable and easy to locate in electronic form.
- Started a pilot process for running transfer and voluntary demotion opportunities for classifications represented by the Managerial & Professional Association through NeoGov. This provides hiring managers with a list of individuals who have an actual, real-time interest in the particular vacancy in the advertised department. More importantly, this system provides a more open and transparent way to advertise these opportunities so that anyone interested and qualified can apply and be considered, not just individuals with an established relationship to the hiring manager or department. There are several advantages to using this, to include greater efficiency, a higher quality product, and most importantly, a process that aligns with the principles of Civil Service.
- Wired the test room for 10 computers to pilot the electronic administration of exams. Machines were ordered at the end of 2019 and are expected to be installed before the end of the first quarter, 2020. This is a big step towards modernizing our test delivery. We anticipate gaining some advantages through this improvement, to include offering tests for high demand classifications on a regular basis.

EVOLUTION OF TEAM STRUCTURE:

In late 2018, the team structure in Civil Service changed to allow for easier communication and teaming, and to facilitate training for a number of new personnel within the department. At that time, we recognized the structure was a temporary solution and that a long-term structure, focused on addressing future needs versus solutions that worked in the past, would be needed. With that in mind, we developed a new model with an implementation date of January 2020. The changes are designed to address issues related to analyst bandwidth and mitigate communication challenges discussed earlier in this document. Revisions to the classifications used in our department are needed to reflect the evolution of work and how it is accomplished. That work is planned for 2020.

Team Composition – December 2019

Analysts	Administrative Staff
Jerri Bjork, Analyst III	Tisha Heath, Clerk III
Ken Hoekema, Analyst III	Katie Myers, Project Employee
Colin Martin, Analyst II	Kelsey Pearson, Office Manager
Lisa Olson, Analyst I	Amber Richards, Chief Examiner
Bryan Sullivan, Analyst III	Dustin West, Administrative Specialist



PROFESSIONAL STANDARDS

Training and development of staff is critical to maintaining high-quality processes and is a key factor in employee engagement. We place a high priority on being a learning organization and a well-educated team of professionals who strive to continuously improve our trade. As such, Civil Service staff pursued a number of different training and development opportunities over the past year. A few of the significant events are listed below; each is accompanied by a brief summary highlighting the benefits of the conference or event, written by the team member who attended.

The Conference for Women, January 29, 2019 – Jerri Bjork

This annual conference from SkillPath Seminars is focused on career growth and personal development for women. We had the opportunity to practice building stronger communication and interpersonal skills, and gain insights into not only our own growth potential, but how we can help others succeed. Facilitators provided practical tools to build on our talents and strengths, and to spur growth in productive initiative and leadership skills. The opportunity to interact with others in diverse organizations facing similar demands is always an inspiring and rewarding part of a course like this as well.

Training in interactive skills hones the foundation for our critical work as Civil Service Analysts, as we lead collaborative projects with multiple contacts, particularly in the ongoing process of building modern and effective job classifications and creating job-related examinations.

Emotional Intelligence at Work, February 26, 2019 – Jerri Bjork

This course from Archbright guides participants through development of emotional intelligence, increasing the capacity to build relationships, deal with change, and manage stress with techniques, tools and practices aimed to improve work performance. The exercises stimulate self-reflection for personal growth, encouraging frank expression and examination

of emotions and attitudes to challenge habitual responses and actions. We learned to identify patterns and make better choices to help us be more effective both personally and with others.

This course enhanced my self-awareness and built my confidence in handling challenges, including stress and conflict, which are naturally a part of our lives and our workplace. This means that I can better support our Civil Service Merit System, which exists for the benefit of the people – current and future employees of the City, as well as the citizens who support and receive services from our municipal government. The better we can all work together to make this system effective, the better our ultimate outcomes.

Engaging Local Government Leaders (ELGL) Annual Conference, May 16-17, 2019 – Colin Martin

This two-day event was an opportunity to meet with other leaders and staff of local government agencies. The conference events focused on several different areas: strategy and performance, equity and economic inclusion, innovation and process improvement, and building a workforce of the future. The highlight for me was a session on skills-based hiring and recruiting, where I learned more about hiring challenges for local governments, and strategies other agencies have adopted to address those challenges. It helped me to think about how those same strategies could be adapted and applied to the issues our department and City faces as an employer.

ELGL was also a great opportunity to meet with others who also work in local government and face similar challenges. I appreciated being able to learn about their lives and background. It was a great way to network and connect with others from around the country.

City of Spokane Change Agent Training, August 15, 2019 – Katie Myers

This training, offered by City of Spokane Project Management Office, is designed to provide the framework and tools needed to review internal procedures, identify innovation opportunities and create viable solutions for process improvements. The course delivered an overview of continuous improvement, process walkthroughs, process mapping and identifying waste. I analyzed an existing process within our department and looked for improvement opportunities and possible efficiencies. I was able to review our transfer and demotion process in detail and received guidance to understand duplicative work, over processing and room for errors. The course trainers taught me how to look at alternative solutions to our approach and utilize existing tools to generate a more user friendly experience for our customers while eliminating error. The result of this project was the current transfer and demotion pilot program we are running for the Managerial and Professional Association. The methods and concepts learned in this training will benefit our department in future process review.

Diversity and Inclusion Institute hosted by Eastern Washington University, May 28, 2019 – Katie Myers

This three day course offered an in depth curriculum focused on equity and inclusion through the study of cultural competence, self-assessment/awareness, “real world” conflict, facilitating difficult discussions, linguistic profiling and small group dynamics. The intent of this course was to teach participants about the value of diversity and inclusion in our day to day lives, to gain perspective from those of different backgrounds and experiences and gain knowledge in facilitating equitable workplaces. This training has assisted me in moving forward with the Supported Employment Program, our diversity initiatives and my daily interactions professionally and personally.

International Personnel Assessment Council Annual Conference (IPAC), July 14-17, 2019 – Bryan Sullivan

Bryan Sullivan attended the annual IPAC conference in Minneapolis. His conference highlights included a half-day training on personality testing. He learned about the difference between adaptive and maladaptive traits, and how to properly apply measurements of those traits to employee selection. He also learned about the Leadership Assessment program at Pepsico, which assesses about 3,000 of its employees with the highest potential annually, and gained advice on expediting test creation, improving the candidate experience, and properly measuring potential job performance with assessment centers.

New Certifications and Accomplishments

Bryan Sullivan was elected to serve a three-year term on the IPAC board of directors starting in 2020. The vision of IPAC is to be the first stop for assessment professionals seeking a network of expertise and resources. Bryan will initially help develop internal processes, board succession plans, support services contracts, and website content as he gains experience in the director role.

Amber Richards earned the Society for Human Resource Management Senior Certified Professional (SHRM-SCP) certificate in July. The content studied and knowledge gained through this certification is fresh and based on current trends that span the breadth of the Human Resources profession. The certification lends credibility to our department and is an important anchor in maintaining our reputation as a dedicated team of professionals. In addition, exposure to a broader range of HR topics may help to improve our understanding of the functions performed by the Human Resources Department. Greater understanding can lead to improvements in communication, process, and overall customer service for both teams and the collective customers we serve.

HIGH PERFORMING ORGANIZATION PERFORMANCE MEASURES

We are working to establish performance measures for this strategic goal. No data is currently available. It is entirely possible that we will develop more tactical measures for this area that will be tied to performance measures in other categories.

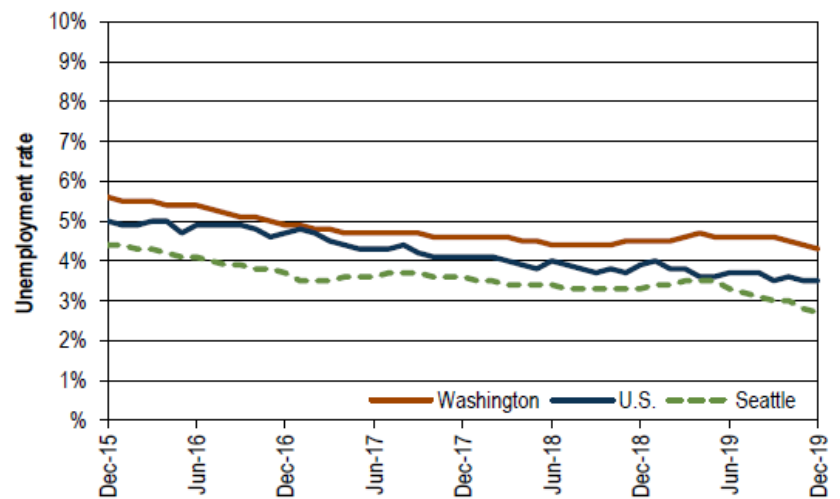
GENERAL DEPARTMENT ADMINISTRATION AND OPERATIONS DATA

The last quarter of 2018 served as a platform for reassessment and development of high-level overarching strategy and broad goals. 2019 proved to be a year full of foundation building for each of these goal areas. It was a busy year and a productive year in nearly every facet, though not necessarily a visibly fruitful year. Foundation building by its very nature is intensive work which yields few, if any, near-term results. It does, however, create the platform for growth and future results. We anticipate reaping some of the rewards of this work in 2020 and beyond.

The data and analysis provided below is more informative in nature rather than an indicator of performance or progress towards our goals, as opposed to the data provided in the performance measure section that corresponds with each goal. It provides insight into market conditions as well as the overall operations tempo experienced in the Department.

OBSERVATIONS AND TRENDS

There were a number of environmental and market factors that had broad implications on the organization, which ultimately impacted our work. The most significant environmental factor was the highly anticipated election cycle, where, for the first time in several decades the City had two-term mayor who was not eligible for re-election due to term limitations. The Council President position was also on the ballot this year, along with three council seats. It cannot be overstated that these elections, the internal dynamics and undercurrents, and organizational stressors that have manifested as by-products of these circumstances were incredible. Although we expect this to decrease to some degree once the new administration is in place, the effects will continue to have an impact well into 2020.



December 2019 preliminary unemployment rates:

U.S. (preliminary) 3.5%
Washington (preliminary) 4.3%
Seattle area (preliminary) 2.7%

From a market perspective, we continued to face a challenging hiring climate. According to information from the Employment Security Department, the steady downward trend in unemployment observed historically in the graphic above continued throughout 2019. Spokane County experienced slightly higher unemployment than the rest of the Washington State, hovering around 5%, which, for all practical purposes is still historically low. This remains a job-seeker's market and creates a fiercely competitive atmosphere for organizations seeking talent.

Not surprisingly, the data reflects the tight employment market. Though the margin is small (5268 in 2018; 5235 in 2019), as the number of applicants decreased. The market is not the only factor to consider. This year, we started sharing NeoGov with Human Resources so the number reflects applicants from both Civil Service and HR recruitments that were run on this platform. We expect to see this number increase over the next year as we work toward full implementation for all City recruitments so it will take some time to establish a reliable baseline in this area.

Workload: The number of requisitions and recruitments are on the rise. In addition, duplicate recruitments are required on a regular basis because we are not getting enough candidates to fill lists. This is a relatively new trend and is likely related to a number of factors, including the market and environmental challenges discussed above. It could also mean many things and doesn't necessarily indicate success or failure. For example, a lower number of well-qualified applicants could indicate we are attracting the right candidates through improved recruiting as opposed to experiencing impacts of a tight hiring market. In these areas, sheer numbers provide some context but not necessarily outcomes. Hiring manager satisfaction and failure of probation rates are likely better measures of success in these areas. That data is limited at this time, but available in the [Customer Service Performance Measures](#) section above.

2019 Requisition Data:

# Requisitions	# Open Filled	# Promo Filled	# Transfer & Vol. Demotion	# Canceled	# Positions Filled	Requisitions w/o List
419	158	209	29	23	396	46

2019 Recruitment Data:

# Recruitments	# Duplicate Recruitments	# Applicants
138	11	5235

2019 Classification Data:

Deleted Classifications	Added Classifications	Reviewed Classifications	Revised Classifications	Surveyed Positions	# Classifications at Year End
5	3	71	37	2 ⁶	355

What this information does suggest is that we are working harder to get the attention of candidates to fill vacancies. It also suggests extended hiring timelines, not necessarily caused by process inefficiency. This results in increased workload for our department as well as on staff in departments with unfilled positions. Improvements in recruiting throughout 2020 should help, however, recruiting alone will not solve this issue. A comprehensive modernization of the hiring process is needed from both sides of the HR aisle in order to achieve success in this area. Conversations regarding modernization of Civil Service hiring processes are scheduled to occur at the beginning of 2020.

Classification: From a purely data focused perspective, the numbers provided here do not reflect the amount of effort invested in classification work this year. This is largely due to the status of classification studies that began in 2019 but were not completed during this calendar year. We expect to see drastic changes in these numbers over the next several years as we integrate larger classification studies into our annual work plans.

⁶ This number reflects only those survey requests that were completed for positions not involved in either the Koff & Associates or internal classification studies. Survey requests received for positions involved in the study were incorporated into those efforts comprehensively. This was done for two reasons. First, to conserve bandwidth. Second, an appropriate allocation cannot be determined without an understanding of the entire body of work.

Classification work remains a high priority and our aim is to align our review schedule with the industry best practices discussed earlier in previous sections of this document. As the deeper classification work is completed, we expect the improvements to be reflected in performance measures in other areas, such as recruiting, diversity, and customer satisfaction.

10 Year Historical Classification Snapshot:

<i>Classifications</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<i># Beginning of year</i>	309	315	315	318	298	322	340	360	347	357
<i># added</i>	7	6	6	11	30	26	41	22	12	3
<i># deleted</i>	1	6	3	31	6	8	21	35	2 ⁷	5
<i># Reviewed - revised</i>	116	208	135	65	47	57	88	96	31	37
<i># year end</i>	315	315	318	298	322	340	360	347	357	355

Staffing Trends: Staffing composition remained fairly static this year. There was a slight decrease in both classified and exempt personnel. More noteworthy is the increase in annual turnover percentage in both categories. The classified personnel turnover increased from 6.9% to 8.1% and exempt personnel turnover increased from 12.4% to 16.6%.

The increase in classified turnover was expected, and we project that this trend will continue to increase over the next several years as the workforce turns over due to a backlog of retirements and increased churn as the average tenure for employees continues to decrease. This is an area we will need to be continuously vigilant about monitoring so that we can plan far enough ahead to ensure our system can accommodate the workload by leveraging technology and ensuring an adequate staffing model is in place. The increase in exempt turnover is directly related to the change in administration and not indicative of a trend that Civil Service would need to monitor or be concerned with.

Classified/Exempt Historical 10-Year Comparison:

<i>Type</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<i>Classified</i>	1874	1837	1807	1759	1768	1808	1864	1888	1942	1940
<i>Exempt</i>	118	115	106	104	113	113	113	113	113	104
<i>Combined Total</i>	1992	1952	1913	1863	1881	1921	1977	2001	2055	2048
<i>% Exempt</i>	5.9	5.9	5.5	5.6	6.0	5.9	5.7	5.6	5.4	5.1

⁷ Three total classes were deleted, however, one was actually a classification that was deleted in a previous year but had never been removed from the active list.

Total Classified Employee Turnover – 2019

Month	Retirements	Deaths	Layoffs	Term - Probation	Discharges	Resignations	LOA to Exempt	Total
Jan	8	0	1	1	0	1	0	11
Feb	9	1	1	0	0	4	0	15
Mar	3	0	0	2	0	0	0	5
Apr	8	0	0	0	0	5	0	13
May	8	0	0	1	0	1	2	12
Jun	13	0	0	2	1	3	0	19
Jul	13	1	13	1	0	3	0	31
Aug	10	0	0	2	0	4	0	16
Sep	3	0	0	3	0	3	0	9
Oct	3	0	1	2	0	3	0	9
Nov	2	0	0	1	0	3	0	6
Dec	2	0	1	2	0	6	0	11
2019 Total	82	2	17	17	1	36	2	157

Classified and Exempt Employees Annual Turnover Rate – 2019:

Classified Employees				Exempt Employees					
	Start	Plus	Minus	End		Start	Plus	Minus	End
Jan-19	1942	23	11	1954	Jan-19	113	2	2	113
Feb-19	1954	9	15	1948	Feb-19	113	0	2	111
Mar-19	1948	11	5	1954	Mar-19	111	0	1	110
Apr-19	1954	11	13	1952	Apr-19	110	1	1	110
May-19	1952	15	12	1955	May-19	110	2	2	110
Jun-19	1955	3	19	1939	Jun-19	110	0	1	109
Jul-19	1939	17	31	1925	Jul-19	109	2	3	108
Aug-19	1925	15	16	1924	Aug-19	108	0	0	108
Sep-19	1924	13	9	1928	Sep-19	108	0	2	106
Oct-19	1928	8	9	1927	Oct-19	106	1	2	105
Nov-19	1927	16	6	1937	Nov-19	105	1	1	105
Dec-19	1937	6	11	1932	Dec-19	105	0	1	104
		147	157	1940			9	18	108
Total Annual Turnover				8.1%	Total Annual Turnover				16.6%

The table below indicates the breakdown of exempt employees by department, noting that personnel in the Council, Legal, Mayoral and Municipal Court departments are not subject to restrictions regarding the number of exempt personnel. All other departments are authorized two exempt positions. There was a general decline in the number of exempt personnel this year which is likely reflective of the change in administration due to the results of the mayoral election, and also indicative that departments are in compliance with the limitations.

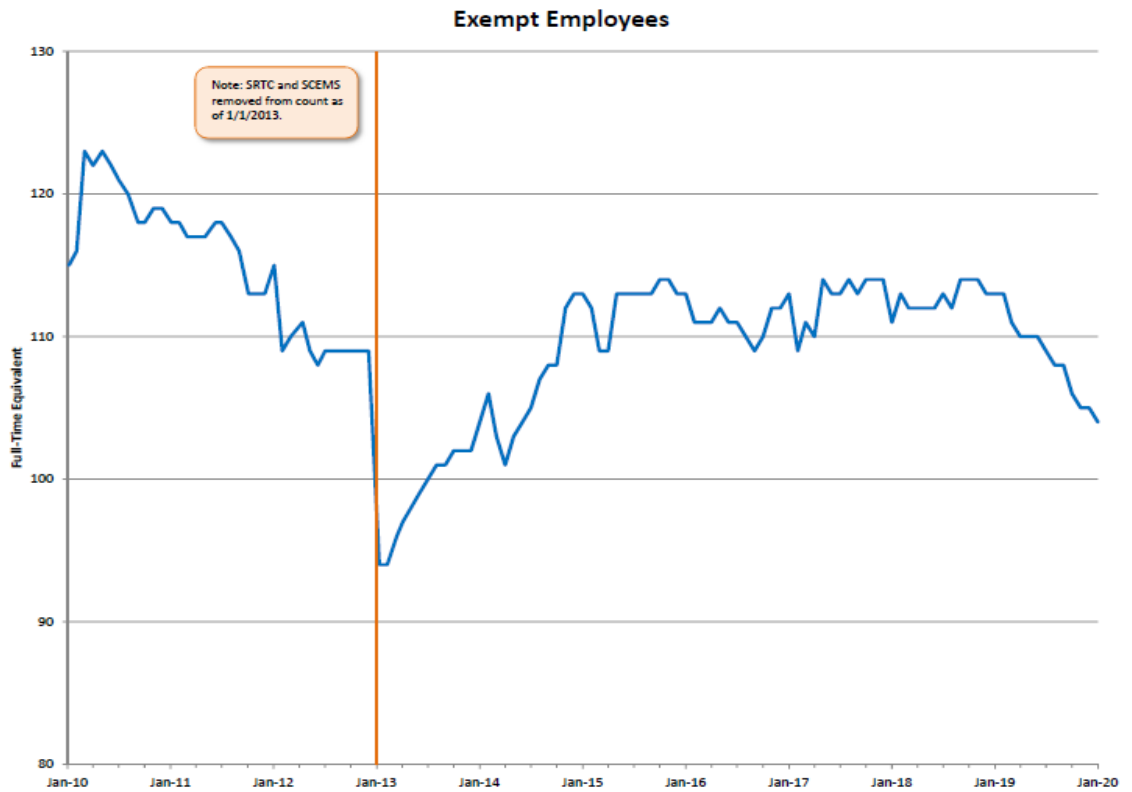
Exempt Employee Detail by Department:

<i># Exempt</i>	<i>Department</i>	<i># Exempt</i>	<i>Department</i>
2	Accounting	6	Mayor
1	Building Services	8	Municipal Court
1	CHHS	1	My Spokane 311
2	City Clerk	1	Hearing Examiner
16	Council	6	Parks and Rec*
1	Development Services	5	Police*
1	Economic Development	2	Police Ombudsman
1	Fire/EMS	1	Public Affairs
1	Engineering Services	1	Public Defender
1	Finance	2	Public Works & Utilities
1	Grants	2	Retirement
1	Historic Preservation	2	Solid Waste Disposal
2	Human Resources	1	Solid Waste Management
2	Integrated Capital Management	2	Streets
2	Innovation and Technology	1	Treasurer
1	Law Enforcement Info Systems	2	Water
25	Legal	104	Total

* Parks and Rec and Police each consist of five departments.

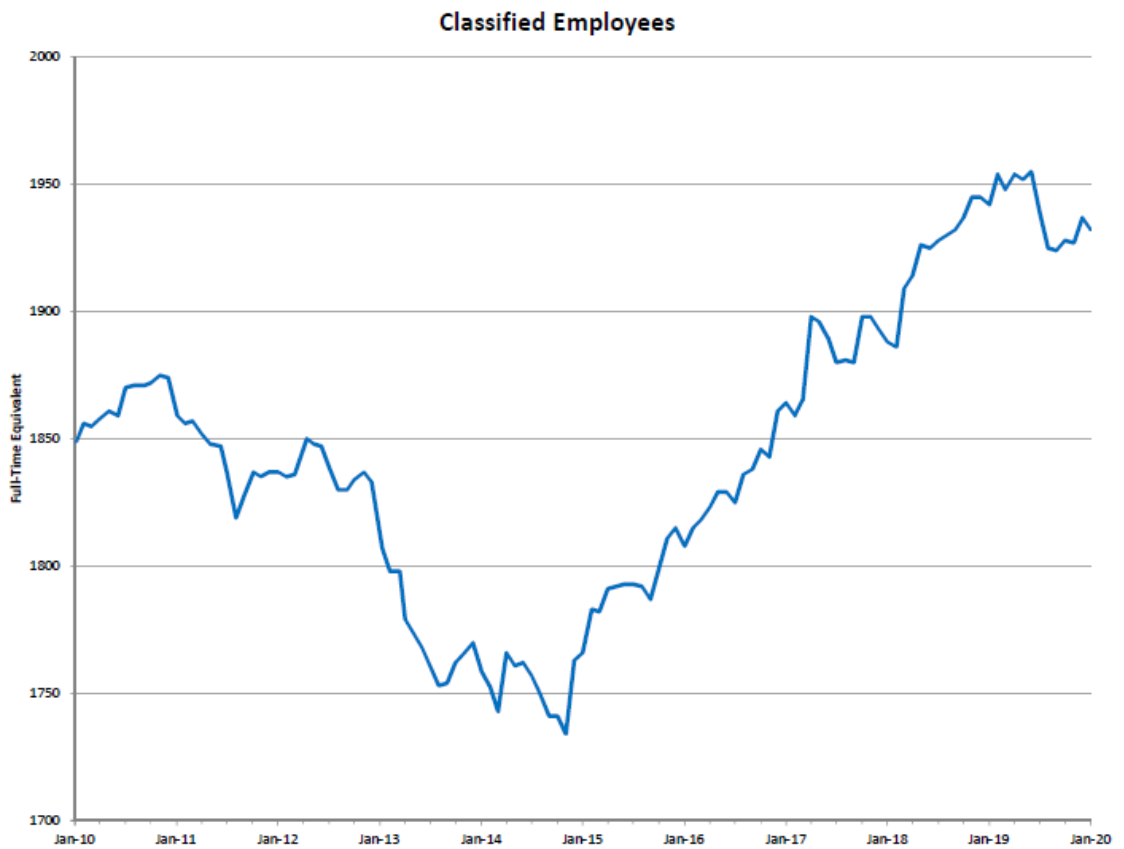
of Exempt Employees by Year:

- 2010:** 118
- 2011:** 115
- 2012:** 106
- 2013:** 104
- 2014:** 113
- 2015:** 113
- 2016:** 113
- 2017:** 113
- 2018:** 113
- 2019:** 104



of Classified Employees by Year:

- 2010:** 1874
- 2011:** 1837
- 2012:** 1807
- 2013:** 1759
- 2014:** 1768
- 2015:** 1808
- 2016:** 1864
- 2017:** 1888
- 2018:** 1943
- 2019:** 1940



The Civil Service Rules allow for use of term-limited positions in response to emergent needs and project based work. Approval of such positions is determined by a committee of bargaining unit, Human Resources, and Civil Service representatives. Our role is limited to facilitating the application process and providing oversight of the use of project employees. As of the end of 2019, there were a total of 20 project employees working for the City, representing approximately one percent of the total full-time equivalent staff.

Project Employee Information – Breakdown by Department (December 2019):



2019 Project Employee Data

# Requests	# Approved	# Denied
28	24	4

APPEALS AND COMPLAINTS

The Commission’s primary responsibility is to prevent political influence in the City’s hiring, promotional and disciplinary processes. In executing this duty, the Commission upholds due process rights for employee discipline and terminations to verify any actions are taken for cause through the adjudication of appeals and resolution of complaints related to matters under its jurisdiction.

There are three formal avenues for review or appeal of a decision outlined in the rules in the form of a claim, an administrative complaint, and/or an appeal. During the course of 2019, the Commission received and heard five administrative complaints; one was upheld and led to the need for a rule change, the other four were dismissed. Three claims were also filed; two were dismissed. The third was investigated and was not resolved prior to yearend. The report and further action, if any, will be carried forward as unfinished business in 2020.

The Commission heard one appeal that was filed in 2018 but was unresolved during that calendar year and rolled forward into 2019. This appeal was upheld, resulting in a reversal of discipline and the subsequent reinstatement of a classified employee to their formerly held position. The City applied for a Writ of Certiorari against the Commission in Superior Court in response to its decision to uphold the appeal and reinstate the classified employee. That motion was denied. A second appeal was filed and heard during the year. This appeal was dismissed.

The following provides a historical 10-year comparison of formal discipline and appeal actions and trends.

Formal disciplinary actions taken by Administration:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<i>Suspension</i>	10	9	6	14	4	0	6	4	14	13
<i>Demotion</i>	1	0	0	0	2	34	0	0	1	1
<i>Discharge</i>	0	2	1	1	2	1	0	3	7	5
<i>Total</i>	11	11	7	15	8	35	6	5	22	19

Formal appeals submitted to Commission:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<i>Filed</i>	4	4	2	2	4	6	4	7	3 ⁸	1
<i>Withdrawn</i>	0	0	1	0	0	2	1	2	0	0
<i>Denied</i>	5	2	2	1	3	4	2	4	0	1
<i>Dismissed</i>	n/d	n/d	n/d	n/d	n/d	n/d	n/d	1	2	0
<i>Upheld</i>	0	1	0	1	0	0	1	1	0	1

DEPARTMENT BUDGET

Civil Service did not ask for any additional funding during the 2019 budget process. The adopted operating budget was actually less than in 2018. In early 2019, we approached City Council with a request for \$64,000 to cover salary and benefits for a project employee. This request was ultimately approved by the Administration through agreement that we would exceed our budget by that amount. The actual 2019 budget ended up being \$71,198.84 over the approved budget. The Chief Examiner overspent the budget by a margin of \$7,198.84, or <.01%. Even with these overages, we ended the year at 0.71%. This is still well within the 0.5-1.0% of the Charter allocation allowed for this year, and what we had initially requested. Through the experience this year, we learned quite a bit about the budget and have documented that information for continuity. We will have a much more informed budget development and management process for future cycles.

The 2020 budget proposal included requests for \$240,640 in additional funding to support two additional FTEs, additional classification work, and more robust recruiting and branding efforts. Those requests were approved during

⁸ One appeal was filed on December 28, 2018. It was not heard in 2019 which is why the numbers do not reconcile.

the budget process and are reflected in the 2020 adopted budget provided below. The total approved budget for Civil Service for 2020 is \$1,471,267. This is equal to 78% of the range allowed for 2020. The 2019 actual budget is provided below in Appendix B.

2020 Adopted Budget:

<i>Description</i>	<i>Amount</i>
Salaries & Wages	\$857,336
Personnel Benefits	\$313,795
Supplies	\$14,550
Other Services & Charges	\$195,900
Interfund Payment for Services	\$79,615
Reserve for Budget Adjustment	\$10,071
Total Adopted Budget	\$1,471,267

10 Year Budget History:

<i>Year</i>	<i>Budget</i>	<i>Actual</i>	<i>Balance</i>	<i>Percent Used</i>
2010	\$ 733,572	\$ 684,369.80	\$ 49,202.20	93%
2011	\$ 809,385	\$ 761,090.04	\$ 48,294.96	94%
2012	\$ 835,511	\$ 800,234.20	\$ 35,276.80	96%
2013	\$ 846,009	\$ 775,152.80	\$ 70,856.20	92%
2014	\$ 839,493	\$ 784,583.85	\$ 54,909.15	93%
2015	\$ 858,628	\$ 875,400.09	\$ (16,772.09)	102%
2016	\$ 1,072,558	\$ 996,738.22	\$ 75,819.78	93%
2017	\$ 1,094,700	\$ 1,064,186.01	\$ 30,513.99	97%
2018	\$ 1,173,805	\$ 1,124,379.55	\$ 49,425.45	96%
2019	\$ 1, 159,102	\$ 1, 272,698.60	\$ (71,198.94)	106%

APPENDICES

Appendix A – 2020-2024 Long-Range Plan

Appendix B – 2019 Final Budget

Appendix A



Diversity

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

- Develop comprehensive, collaborative recruiting efforts
- Build and promote Supported Employment Program
- Broaden discretion for Appointing Authority through policy
- Create values competencies

Policy and Process

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

- Revise rules
- Develop Classification Plan
- Develop Testing Plan
- Create modular testing structure

Customer Service

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

- Define Civil Service in practical terms
- Create/Update outreach and informational materials
- Improve service expectations and delivery
- Promote value

HPO

Develop a high-performing, resilient Civil Service Department

- Establish and track performance measures
- Establish standard practices and processes
- Evolve team structure to facilitate succession planning, resilience and cost controls
- Adopt continuous improvement processes and organizational culture/mindset

Appendix B

2019 Final Budget
CITY OF SPOKANE

EXPENDITURE SUMMARY REPORT THRU PERIOD 13 2019

DEPARTMENT: 0230 CIVIL SERVICE

PROGRAM: 30600 CIVIL SERVICE

FNC TYPE	DESCRIPTION	NO OF	YTD	YTD NET	YTD	OUTSTANDING
UNENCUMBERED	CLS	POS	BUDGET CHANGE	BUDGET AMOUNT	EXPENDITURES	ENCUMBRANCES
BALANCE	USED					
-----	-----	-----	-----	-----	-----	-----
16100	HUMAN RESOURCES ADMIN					
-----	-----	-----	-----	-----	-----	-----

16100 HUMAN RESOURCES ADMIN

** 54000 OTHER SERVICES & CHARGES
**

**

**

**

**

FUNCTION TOTAL

2019 Final Budget

18100 PERSONNEL SERVICES

51020 MANAGERIAL

00250 ADMINISTRATIVE SPECIALIST	1.00	3,964	3,964	5,602.27	
1,638.27- 141					
00450 PERSONNEL ANALYST 1	1.00	17,140-	94,116	91,864.52	
2,251.48 98					
00460 EXAM & CLASS ANALYST II	1.00	20,218	20,218	20,681.06	
463.06- 102					
00470 EXAM & CLASS ANALYST III	3.00	7,964-	354,297	347,347.80	
6,949.20 98					
00490 CHIEF EXAMINER	1.00		112,672	112,677.60	
5.60- 100					
00510 OFFICE MANAGER	1.00		68,382	68,435.62	
53.62- 100					
*GROUP TOTAL	8.00	922- *	653,649 *	646,608.87 *	*
7,040.13 * 99					

51040 CLERICAL/ADMINISTRATIVE

00020 CLERK II		17,313-	18,089	18,088.07	
0.93 100					
00030 CLERK III	1.00	18,260	18,260	20,034.54	
1,774.54- 110					
*GROUP TOTAL	1.00	947 *	36,349 *	38,122.61 *	*
1,773.61-* 105					

51150 PART TIME AND EXTRA HELP

2019 Final Budget

08490 TEMPORARY SEASONAL					
30,885.03- 437	4,244-	9,156	40,041.03		
*GROUP TOTAL	4,244- *	9,156 *	40,041.03 *		*
30,885.03-* 437					
51160 PROJECT EMPLOYEE					
08500 PROJECT EMPLOYEE			18,435.96		
18,435.96- ***					
*GROUP TOTAL		*	18,435.96 *		*
18,435.96-*					
51220 OUT OF GRADE		2,500	3,274.00		
774.00- 131					
51250 TERMINATED SICK LEAVE PAY	3,107-		7,019.94		
7,019.94- ***					
51260 TERMINATED VACATION LEAVE PAY	4,363-	637	12,460.06		
11,823.06- ***					
51275 ANNUAL LEAVE PAYOUT			4,908.80		
4,908.80- ***					
51290 LONGEVITY PAY		1,965	1,402.10		
562.90 71					
51640 DEFERRED COMPENSATION-MATCHING		16,250	15,540.00		
710.00 96					
** 51000 SALARIES & WAGES	9.00	11,689- **	720,506 **	787,813.37 **	**
67,307.37-**109					
52110 SOCIAL SECURITY		56,046	58,242.84		
2,196.84- 104					
52210 RETIREMENT		64,235	63,645.19		
589.81 99					
52310 MEDICAL INSURANCE		105,271	110,185.13		
4,914.13- 105					

2019 Final Budget

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CITY OF SPOKANE

EXPENDITURE SUMMARY REPORT THRU PERIOD 13 2019

DEPARTMENT: 0230 CIVIL SERVICE

PROGRAM: 30600 CIVIL SERVICE

FNC TYPE	DESCRIPTION	NO OF	YTD	YTD NET	YTD	OUTSTANDING
UNENCUMBERED	%	POS	BUDGET CHANGE	BUDGET AMOUNT	EXPENDITURES	ENCUMBRANCES
CLS	USED					
BALANCE						

18100	PERSONNEL SERVICES					

52320	DENTAL INSURANCE			13,380	13,538.00	
158.00-	101					
52330	LIFE INSURANCE			3,195	3,142.53	
52.47	98					
52340	DISABILITY INSURANCE			2,030	1,648.08	
381.92	81					

2019 Final Budget

52400 INDUSTRIAL INSURANCE		923		1,076.42	
153.42- 117					
52600 WA PAID FAMILY & MEDICAL LEAVE		20		1,054.31	
1,034.31- ***					
** 52000 PERSONNEL BENEFITS	**	245,100	**	252,532.50	**
7,432.50-**103					
53101 OFFICE SUPPLIES		3,500		1,754.93	
1,745.07 50					
53102 PUBLICATIONS		250			
250.00					
53103 POSTAGE		250		215.73	
34.27 86					
53104 SOFTWARE (NONCAPITALIZED)		1,000		840.49	
159.51 84					
53105 NON-TRAVEL MEALS/LGHT RFRSHMT		1,000		1,084.76	
84.76- 108					
53201 OPERATING SUPPLIES	1,078-	1,222		1,320.03	
98.03- 108					
53502 MINOR EQUIPMENT	1,000-	1,500		643.65	
856.35 43					
53505 OFFICE FURNITURE (NON CAPITAL)	2,038	3,038		1,037.47	2,408.34
407.81- 113					
53521 COMPUTERS	1,947-	553		2,479.91	
1,926.91- 448					
** 53000 SUPPLIES	1,987-**	12,313	**	9,376.97	** 2,408.34 **
527.69 ** 96					
54101 PROFESSIONAL SERVICES	69,435	129,435		138,209.40	232.00
9,006.40- 107					
54201 CONTRACTUAL SERVICES	2,881	2,881		1,781.08	
1,099.92 62					
54302 CELL PHONE	1,119	1,119		846.85	
272.15 76					

2019 Final Budget

54401 AIRFARE	5,000	1,606.60		
3,393.40 32				
54402 LOCAL MILEAGE	500			
500.00				
54407 LODGING	5,000	1,713.08		
3,286.92 34				
54408 PER DIEM	3,500	795.00		
2,705.00 23				
54409 OTHER TRANSPORTATION EXPENSES		449.86		
449.86- ***				
54451 ADVERTISING	5,000	5,319.30		
319.30- 106				
54501 OPERATING RENTALS/LEASES	2,400	3,205.78		
805.78- 134				
54602 RETIREES' INSURANCE BENEFIT	200			
200.00				
54802 BUILDING REPAIRS/MAINTENANCE	500			
500.00				
54803 EQUIPMENT REPAIRS/MAINTENANCE	500			
500.00				
54901 MISC SERVICES/CHARGES		6,135.30		
6,135.30- ***				
54902 REGISTRATION/SCHOOLING	6,000	3,129.75		
2,870.25 52				
54904 OTH DUES/SUBSCRIPTNS/MEMBERSHP	3,500	3,263.70		
236.30 93				
54909 PRINTING/BINDING/REPRO	1,000			
1,000.00				
54999 OTHER MISC CHARGES	2,500	2,383.26		
116.74 95				
** 54000 OTHER SERVICES & CHARGES	73,435 **	169,035 **	168,838.96 **	232.00 **
35.96-**100				
54124 IF OFFICE PERFORMANCE MGMT SVC	2,118			
2,118.00				
54125 IF FINANCIAL SERVICES	2,732	3,003.91		
271.91- 110				

2019 Final Budget

54127 IF CENTRALIZED PURCHASING		79	79.00
54128 IF CENTRALIZED ACCOUNTING		3,576	3,466.66
109.34 97			
54131 IF RISK MANAGMENT		1,521	1,521.00
54133 IF WORKERS' COMP		1,205	1,205.00
54142 IF REPROGRAPHICS	4,000-	2,109	1,900.33
208.67 90			
54321 IF IT EXPENSES		34,655	33,992.09
662.91 98			

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CITY OF SPOKANE

EXPENDITURE SUMMARY REPORT THRU PERIOD 13 2019

DEPARTMENT: 0230 CIVIL SERVICE

PROGRAM: 30600 CIVIL SERVICE

FNC TYPE	DESCRIPTION	NO OF	YTD	YTD NET	YTD	OUTSTANDING
UNENCUMBERED	%	POS	BUDGET CHANGE	BUDGET AMOUNT	EXPENDITURES	ENCUMBRANCES
BALANCE	USED					
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2019 Final Budget

18100 PERSONNEL SERVICES

54324 IF IT REPLACEMENT			8,691	8,691.00	
54842 IF FACILITY REPAIRS			500		
500.00					
54847 IF MOTOR POOL				277.81	
277.81- ***					
59951 RESERVE FOR BUDGET ADJUSTMENT			10,721-		
** 59000 INTERFUND PAYMENT FOR SERVICES		14,721-**	57,186 **	54,136.80 **	**
3,049.20 ** 95					
FUNCTION TOTAL	9.00	45,038	1,204,140	1,272,698.60	2,640.34
71,198.94- 106					
PROGRAM TOTAL	9.00	45,038	1,204,140	1,272,698.60	2,640.34
71,198.94- 106					
DEPARTMENT TOTAL	9.00	45,038	1,204,140	1,272,698.60	2,640.34
71,198.94- 106					