



**REGULAR MEETING NOTICE/AGENDA
THE CIVIL SERVICE COMMISSION
9:30 a.m. – FEBRUARY 16, 2021**

Notice is hereby given that, pursuant to Governor Jay Inslee’s Fifteenth Updated Proclamation 20-28.15, dated January 19, 2021, 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in RCW 42.30.030 has been suspended until termination of the state of emergency pursuant to RCW 43.06.210 or until rescinded, whichever occurs first.

The regularly scheduled Civil Service Commission Meeting, February 16, 2021 at 9:30 a.m. will be held virtually, some members of the Civil Service Commission staff will be attending virtually.

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 by calling 1-408-418-9388 and entering the access code 187 133 0898 when prompted.**

The public will be able to address the Commission regarding the agenda during the meeting by submitting written public comment via email to civilservice@spokanecity.org.



AGENDA

REGULAR MEETING OF THE CIVIL SERVICE COMMISSION

9:30 A.M. February 16, 2021

CITY HALL – CITY COUNCIL BRIEFING CENTER

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

- 1. CALL TO ORDER/ROLL CALL**
- 2. APPROVAL OF MINUTES**
 - a. January 19, 2021 Minutes
(p. 3)
- 3. CHIEF EXAMINER UPDATE**
- 4. NEW BUSINESS**
 - a. Resolution 2021-01: Classification Actions
(p. 4)
- 5. OTHER BUSINESS**
 - a. Chief Examiner Recruitment Update
(Bergin)(p. 14)
- 6. ADJOURN**

Note: 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
MINUTES – JANUARY 19, 2021**

1. CALL TO ORDER/ROLL CALL

Meeting called to order at 9:30 a.m.

Commissioner Lindsey was present via Webex and in-person.

Commissioners Gilmore, Hult, and Stephens were present via Webex.

2. APPROVAL OF MINUTES

- a. November 17, 2020 Minutes

MOTION: Move to approve November 17, 2020 Minutes.

Hult/Stephens: Motion passed unanimously.

3. CHIEF EXAMINER UPDATE

Interim Chief Examiner Pearson provided updates regarding Civil Service Department operations.

4. OTHER BUSINESS

- a. Chief Examiner Recruitment

Commission discussed the Chief Examiner recruitment process and timeline to begin recruitment.

5. ADJOURN

The Commission adjourned at 10:09 a.m..

ITEM 4A – RESOLUTION 2021-01: CLASSIFICATION ACTIONS

BACKGROUND

Staff are bringing forward two new classifications for adoption and one classification for deletion.

The new classifications are **Continuous Improvement Analyst** (SPN 036) and **Senior Continuous Improvement Analyst** (SPN 037). The City has added a team to the Finance, Treasury and Administration Department to address needs for project management and continuous improvement (CI). Civil Service initially classified the CI-related positions into the Business Systems Analyst line. As the CI-specific duties are now a preponderance of work for those positions, it is appropriate to establish specific job classes that are more closely aligned with that work.

The classification proposed for deletion is **Public Information Assistant** (SPN 060). The Commission established the job class in 2014. The sole position in the line of progression has been reclassified to Public Information Coordinator (SPN 062) as the result of a job survey, leaving the assistant job class vacant. As it is likely to remain a single-incumbent classification for the foreseeable future, staff feels it is appropriate to delete the vacant job class until such time as it is needed.

RECOMMENDATION

Staff recommends adoption of classification Resolution 2021-01.





Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

• ESTABLISHED 1910

CONTINUOUS IMPROVEMENT ANALYST

SPN: 036

Bargaining Unit: <jjj>

Pay Range: <#>

Effective Date: <m/y>

CLASS SUMMARY

Develops, implements, and monitors continuous improvement initiatives to reduce waste and streamline processes across all City departments. Assignments are given with general guidelines, and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products or services. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements. Employee exchanges information regularly with internal contacts and occasionally with external contacts. Duties are sedentary in nature and performed primarily in an office environment, but travel to various work locations may be required.

CLASS CHARACTERISTICS

This is the journey-level professional classification in the Continuous Improvement series. Incumbents initially work under close supervision, but as experience is gained, incumbents are expected to complete more varied, complex, and difficult assignments. After training, positions at this level perform the full range of assigned duties, work independently, and exercise judgment and initiative. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit. This class is distinguished from the Senior Continuous Improvement Analyst in that the latter acts as a team lead while performing advanced-level professional work in the continuous improvement field.

SUPERVISION RECEIVED AND EXERCISED

Receives close supervision (at hire) to general supervision (with experience) from assigned supervisory or management personnel. Exercises no direct supervision of employees.

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.

- Consults with management to define areas for process improvements, recommend work plans, and explain steps. Conducts process workshops with project teams and ensures appropriate participation and support.
- Identifies data sources, gathers data, and solicits feedback and personal insights. Interviews staff, conducts surveys and site visits, and evaluates business process documents.
- Analyzes workflows and processes within and across City functional areas. Maps current states, pinpoints waste and root causes, identifies opportunities to improve business operations, and sets measurable goals for improvement.
- Develops potential solutions and determines business and technical requirements for process changes. Creates future-state process maps and implements metrics and tools to measure and document project outcomes.

- Gathers, analyzes, translates, and distributes performance measurement data to elected officials, department heads, or the public-facing website. Facilitates regular performance review meetings.
- Coordinates with software vendors on new product implementation and facilitates system testing.
- Assists in the preparation and presentation of trainings for City personnel.
- Assists in developing and executing plans and scripts to test system capabilities. Builds database queries and exports data for analysis or presentation.
- Writes project charters, including identifying stakeholders, establishing timeframes, and setting benchmarks. Documents process improvements. Prepares and submits related reports.
- Performs related work as required.

COMPETENCIESKnowledge of:

- Methods, metrics, tools, and techniques of process improvement such as Six Sigma, Lean, and value stream mapping.
- Principles, methods, and tools of quality assurance and quality control.
- Modern equipment and communication tools used to complete business functions, including computers and software programs relevant to work performed.
- Structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Mathematical functions.
- Mission, programs, policies, procedures, rules, and regulations of the City and the departments or divisions served.
- Performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.
- Principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.
- Principles, strategies, and techniques required to effectively plan, implement, and evaluate change in the organization.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and City staff.

Ability to:

- Organize work, set priorities, determine resource requirements, and meet deadlines.
- Prepare clear and concise reports, correspondence, and other written materials.
- Use computers, software applications, and databases to accomplish work.
- Understand, create, and analyze complex mathematical and spreadsheet formulas.
- Understand, evaluate, and develop project schedules.
- Gather and analyze complex data to identify problems; weigh relevance and accuracy of information; generate and evaluate alternative solutions; and make recommendations.
- Adapt behavior or work methods in response to new information.
- Establish and maintain effective working relationships, including the ability to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort.

- Anticipate and meet the needs of internal and external customers.
- Express and receive information, both orally and in writing, with individuals or groups.
- Coordinate with other departments, agencies, 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.
- Pay attention to detail and be thorough when performing work.

TYPICAL EQUIPMENT USED

Personal computer and associated software, tablet, telephone, general office equipment, projector.

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: Bachelor's degree in Business Administration, Public Administration, Industrial Engineering, or a related field; and
- Experience: Two years of continuous improvement or quality assurance experience.

Licenses and Certifications:

- Incumbents must possess a valid driver's license, to be maintained throughout employment, or otherwise demonstrate ability to get to and from multiple work locations as required.



Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

• ESTABLISHED 1910

SENIOR CONTINUOUS IMPROVEMENT ANALYST

SPN: 037

Bargaining Unit: <jjj>

Pay Range: <#>

Effective Date: <m/y>

CLASS SUMMARY

Initiates and leads continuous improvement activities and staff development to reduce waste and streamline processes across all City departments. Analyzes processes, develops and implements potential improvements, and measures project outcomes. Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products or services. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements. Employee exchanges information regularly with internal contacts and occasionally with external contacts. Duties are sedentary in nature and performed primarily in an office environment, but travel to various work locations may be required.

CLASS CHARACTERISTICS

This is the advanced journey-level professional classification in the Continuous Improvement series responsible for acting as a team lead and performing the most complex work assigned to the series. Incumbents work independently to plan and carry out assignments, resolve most of the conflicts that arise, coordinate the work with others as needed, and interpret policy in terms of established objectives. Assignments are given with general guidelines, and incumbents are responsible for establishing objectives, timelines, and methods to complete assignments. This job classification is distinguished from the Continuous Improvement Analyst because it is responsible to supervisors for ensuring that the work assignments of the other employees of the team are carried out.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from assigned supervisory or management personnel. Acts in a lead capacity to exercise technical and functional direction over, and provide training to, 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.

- Develops and implements continuous improvement strategies, tools, methods, and techniques in accordance with Citywide initiatives and strategic goals.
- Coordinates, facilitates, and plans the work of the continuous improvement team to ensure that assigned work is carried out.
- Coaches the team in the selection and application of problem solving methods and techniques. Provides advice on work methods and assists coworkers in identifying the conditions of viable solutions to problems encountered.
- Monitors the status of work conducted by the continuous improvement team, checks on work in progress, and reviews completed work for adherence to the organizational mission.

- Observes needs related to training, resources, and supplies, and relays needs and requests to supervisor.
- Writes software requests for proposals (RFPs) and requests for information, presents RFPs to mayoral cabinet for approval, and leads RFP submission review teams.
- Researches new methods and best practices in analytics, performance management, and continuous improvement. Evaluates and provides recommendations on process controls and key performance indicators.
- Advises management on the effect of new processes within new, existing, or future information technology systems. Conducts process workshops with project teams and ensures appropriate participation and support.
- Identifies data sources, gathers data, and solicits feedback and personal insights. Interviews staff, conducts surveys and site visits, and evaluates business process documents.
- Analyzes workflows and processes within and across City functional areas. Maps current states, pinpoints waste and root causes, and sets measurable goals for improvement.
- Develops potential solutions and determines business and technical requirements for process changes. Implements metrics and tools to measure and document project outcomes.
- Gathers, analyzes, translates, and distributes performance measurement data to elected officials, department heads, or the public-facing website. Facilitates regular performance review meetings.
- Coordinates with software vendors on new product implementation and facilitates system testing.
- Analyzes costs and benefits, and actual and potential returns on investment, of continuous improvement projects.
- Prepares and presents trainings and tools to City personnel.
- Builds database queries and exports data for analysis or presentation.
- Writes project charters, including identifying stakeholders, establishing timeframes, and setting benchmarks. Documents process improvements. Prepares and submits related reports.
- Performs related work as required.

COMPETENCIESKnowledge of:

- Methods, metrics, tools, and techniques of process improvement such as Six Sigma, Lean, and value stream mapping.
- Principles, methods, and tools of quality assurance and quality control.
- Modern equipment and communication tools used to complete business functions, including computers and software programs relevant to work performed.
- Structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Mathematical functions.
- Mission, programs, policies, procedures, rules, and regulations of the City and the departments or divisions served.
- Performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.
- Principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.

- Principles, strategies, and techniques required to effectively plan, implement, and evaluate change in the organization.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and City staff.
- Principles of providing functional direction and training.
- Principles and practices related to determining workload projections to align human capital with organizational goals.
- Scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.

Ability to:

- Plan, organize, and coordinate the work of others.
- Provide staff leadership and work direction, help others learn through formal or informal methods, and provide constructive feedback.
- Set priorities, determine resource requirements, and meet deadlines.
- Assist in developing and implementing goals, objectives, practices, policies, procedures, and work standards.
- Prepare clear and concise reports, correspondence, and other written materials.
- Use computers, software applications, and databases to accomplish work.
- Understand, create, and analyze complex mathematical and spreadsheet formulas.
- Understand, evaluate, and develop project schedules.
- Gather and analyze complex data to identify problems; weigh relevance and accuracy of information; generate and evaluate alternative solutions; and make recommendations.
- Adapt behavior or work methods in response to new information.
- Establish and maintain effective working relationships, including the ability to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort.
- Represent the department and City in meetings with internal and external stakeholders.
- Anticipate and meet the needs of internal and external customers.
- Express and receive information, both orally and in writing, with individuals or groups.
- Coordinate with other departments, agencies, 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.
- Pay attention to detail and be thorough when performing work.

TYPICAL EQUIPMENT USED

Personal computer and associated software, tablet, telephone, general office equipment, projector.

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: Bachelor's degree in Business Administration, Public Administration, Industrial Engineering, or a related field; and
- Experience: Four years of progressively responsible continuous improvement or quality assurance experience.

Promotional Requirements:

- Experience: Two years in the classification of Continuous Improvement Analyst (SPN 036).

Licenses and Certifications:

- Incumbents must possess a valid driver's license, to be maintained throughout employment, or otherwise demonstrate ability to get to and from multiple work locations as required.

PUBLIC INFORMATION ASSISTANT

SPN: 060

NATURE OF WORK:

Performs professional work assisting in the development, coordination, and implementation of programs and projects for public relations, community involvement and internal communications. Analyzes facts and applies judgment to determine proper action within the limits of standard procedure. Some specific checks or controls exist, but undetected errors could cause embarrassment or financial loss to the City. Employee has regular contact with the public, employees, officials, and news media. Duties are light in nature, are performed under normal working conditions, and require normal attention to prevent errors. Work may include some nights and weekends.

SUPERVISION:

General objectives are established, and work is performed under the general direction of the supervisor.

ESSENTIAL JOB FUNCTIONS:

Assists in planning, developing, coordinating, and implementing programs and projects involving public outreach, education, information, community involvement, and internal communications.

Researches, writes and edits copy for speeches, newsletters, press releases, promotional materials, informational brochures, flyers, newsletters, social media and web pages for internal and public audiences. Assists with the creation of content used to build and sustain awareness about the City.

Prepares materials, schedules people and venues, and performs other logistical tasks to facilitate meetings and events.

Coordinates production activities with photographers, graphic artists, video producers and other production personnel.

Serves as liaison with representatives of the news media; initiates and coordinates responses to inquiries from the media; maintains liaison with other City or governmental departments and agencies on matters related to departmental publicity, programs, exhibits, or promotions.

Consults with department users to identify, recommend, and develop methods to use video and other media to promote communications and training for City departments.

Responds to the general public's inquiries, complaints, and requests for information concerning City operations by phone, in person, or in writing.

Performs related work as required.

Public Information Assistant
Page two

REQUIREMENTS OF WORK:

Considerable knowledge of the methods and techniques of writing for public information, advertising, marketing, and public relations.

Considerable ability to communicate clearly and concisely, both orally and in writing, using correct grammar, spelling, punctuation and the appropriate style for the audience.

Considerable ability to operate a computer using word processing, desktop publishing and other standard text and graphics software.

Ability to conduct research, assimilate technical information and present it to the general public in an easily understood manner.

Knowledge of media resources available for release of public information.

Knowledge of principles and practices of sound business communication.

Ability to meet deadlines and be adaptable to unexpected changes.

Ability to establish and maintain effective working relationships with both inside and outside contacts.

PHYSICAL REQUIREMENTS:

Ability to see, with or without corrective lenses, well enough to read standard text displayed on a computer screen.

Ability to hear, with or without a hearing aid, and speak well enough to converse on the telephone and address a group of people.

Enough manual dexterity to write and to use a computer and other office equipment.

Enough physical mobility to move about the office or sit at a desk for extended periods of time.

Ability to travel to and from locations and meetings.

Enough strength to lift and carry supplies used in the job.

MINIMUM EDUCATION AND EXPERIENCE:

Open Entry Requirements: Graduation from an accredited four-year college or university with a degree in journalism, English, communications, mass media, marketing, public relations, or a closely related field. All applicants must possess a valid driver's license or evidence of equivalent mobility.

New: 3/14

Revised:

Reviewed:

Union: M&P

Range: 30

EEO code: 2

HR Services During the Recruitment Process

The below outlines the standard process for high-level recruitments at the City of Spokane.
Any/all steps can be modified to meet the specific needs of the department.

HUMAN RESOURCES

HIRING MANAGER (CSC Hiring Committee)

| | | | |
|-------------------------------------|--|---|--|
| <input checked="" type="checkbox"/> | Draft job posting in NeoGov. | | |
| <input checked="" type="checkbox"/> | Draft supplemental questions. | ⇒ | Review draft posting and supplemental questions; edit as desired. |
| <input type="checkbox"/> | Post job recruitment. | | |
| <input checked="" type="checkbox"/> | Draft rating criteria. | ⇒ | Review rating criteria; edit as desired. |
| <input type="checkbox"/> | Send ranked application materials to Hiring Manager (can be all or an amount determined by Hiring Committee). | ⇒ | Review application materials. Identify candidates to move forward to interview. |
| <input checked="" type="checkbox"/> | Identify potential stakeholders to participate in interview process. | ⇒ | Select stakeholders to participate in the interview process. |
| <input type="checkbox"/> | Schedule interviews with stakeholders and candidates. | | |
| <input type="checkbox"/> | Notify candidates who are not selected to move forward to interview. | | |
| <input checked="" type="checkbox"/> | Draft interview materials and provide to Hiring Manager for edits. | ⇒ | Review interview materials; edit as desired. |
| <input type="checkbox"/> | Finalize interview materials (interview questions, ranking guidance, etc.) and provide to interview panelists. | | |
| <input type="checkbox"/> | *Facilitate interviews (in-person or virtually); compile feedback from stakeholders. | ⇒ | Participate in interviews and review compiled feedback; select candidates to move forward. |
| <input type="checkbox"/> | Notify candidates not selected to move forward. | | |
| <input type="checkbox"/> | Draft interview materials (if applicable) for Commission at public meeting. | ⇒ | Review interview materials (if applicable) for CSC public meeting; edit as desired. |
| <input type="checkbox"/> | *Finalize interview materials and Coordinate final candidate(s) attendance at next Civil Service Commission hearing. | ⇒ | Brief Civil Service Commission and participate in final interview activities at Civil Service Commission hearing; select candidate for hire. |
| <input type="checkbox"/> | Draft offer letter for selected candidate (template will be prepared). | ⇒ | Review offer letter and present to selected candidate for signature. |
| <input type="checkbox"/> | Complete requisition and onboard new hire. | | |

*Stakeholder panel interviews can be separate from Commission Interviews or integrated as desired.

⇒ **Decision points for the Hiring Manager(s)**