



Regular Meeting Notice/Agenda

The Civil Service Commission

9:30 AM – June 18, 2024

NOTICE IS HEREBY GIVEN by the City of Spokane Civil Service Commission, that a regularly scheduled meeting of the Civil Service Commission will be held on June 18, 2024, commencing at 9:30 A.M. in the City Council Chambers – Lower Level of City Hall (808 W. Spokane Falls Blvd., Spokane WA, 99201). The purpose of the meeting is to conduct the monthly commission meeting and to discuss other matters as reflected on the attached agenda.

The meeting will be conducted in-person and open to the public with commission members, staff and presenters attending in-person. All meetings will be streamed live on Channel 5.

Oral public comment will be accepted at the meeting for agenda items to be decided by the Commission, excluding hearing items. Individuals who want to provide oral comment at this time but are unable to physically attend the meeting shall contact the Commission at civilservice@spokanecity.org to request by 5:00 P.M. the day before the meeting, (Monday, June 17, 2024) so the Commission can make arrangements for you to participate telephonically at the meeting.

DATED THIS 4th DAY OF JUNE 2024.

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 City Council Chamber in the lower level of Spokane City Hall, 808 W. Spokane Falls Blvd., is wheelchair accessible and is equipped with an infrared assistive listening system for persons with hearing loss. Headsets may be checked out (upon presentation of picture I.D.) at the City Cable 5 Production Booth located on the First Floor of the Municipal Building, directly above the Chase Gallery or through the meeting organizer. Individuals requesting reasonable accommodations or further information may call, write, or email Risk Management at 509.625.6221, 808 W. Spokane Falls Blvd, Spokane, WA, 99201; or m_lowmaster@spokanecity.org. Persons who are deaf or hard of hearing may contact Risk Management through the Washington Relay Service at 7-1-1. Please contact us forty-eight (48) hours before the meeting date.



Agenda

Regular Meeting of the Civil Service Commission

9:30 AM – June 18, 2024

City Hall – City Council Chambers – Lower Level
808. W Spokane Falls Blvd., Spokane, WA 99201

1. **CALL TO ORDER/ROLL CALL**
2. **APPROVAL OF MINUTES**
 - a. May 21, 2024, Minutes (pg. 3)
3. **CHIEF EXAMINER UPDATE**
4. **NEW BUSINESS**
 - a. Resolution 2024-06: Classification Actions (pg. 5)
 - b. Adoption of the 2023 Annual Report (pg. 23)
 - c. Resolution 2024-07: Chief Examiner Salary Review (pg. 51)
5. **OTHER BUSINESS**
6. **ADJOURN**

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



Minutes

Regular Meeting of the Civil Service Commission

May 21, 2024

1. CALL TO ORDER/ROLL CALL

Meeting called to order at 9:30am. All commissioners were present except Commissioner Gilmore and Commissioner Lindsey who had excused absences.

2. APPROVAL OF MINUTES

- a. March 19, 2024, Minutes

MOTION: Having read the minutes, I would motion approval.

Hult/Palmerton: Motion passed unanimously

3. CHIEF EXAMINER UPDATE

Chief Examiner Pearson gave updates on Civil Service.

- a. New rule books have been printed and distributed.
- b. Rule review trainings for employees and management started in April and have been going well. Special thanks to Shellee Ives and Paxton Powell for planning, advertising, and taking these trainings on the road to outside departments. Trainings will continue quarterly.
- c. We will start working on our 2025 budget and will assist other departments with position evaluations and options during the current budget cycle.
- d. Paid advertising and recruiting will be dialed back to focus on specific recruitments that must be filled. Our bigger marketing campaigns will slow down until there is a better sense of the 2025 budget. We will continue to attend job fairs and work on internal communication and education.

4. NEW BUSINESS

- a. Resolution 2024-05: Classification Actions

MOTION: Having concurrence will all parties involved, I would move acceptance of these classifications.

Hult/Palmerton: Motion passed unanimously

- b. 2023 Annual Report Presentation

- 5,500 applications received
- 178 recruitments ran (highest to date)
- 7.3% turnover rate (significantly lower than last few years)
- 35% decrease in resignations
- 54% decrease in retirements (lowest since 2008)

MOTION: I move to defer the vote on the 2023 Annual Report until the June meeting.

Palmerton/Hult: Motion passed unanimously

5. OTHER BUSINESS

- a. Commissioner Hult gave thanks to staff and the Chief Examiner for putting together the 2023 Annual Report.
- b. New Commission Chair and Vice Chair were recognized.
- c. Spokane Police Guild President, Dave Dunkin, thanked Civil Service and the Commission for their work.

6. ADJOURN

MOTION: I would move adjournment of this meeting.

Hult/Palmerton: Motion passed unanimously

Meeting adjourned at 9:41am.

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



Item 4A – Resolution 2024-06 – Classification Actions

Background

This month we present three new job classifications for adoption and one for retitle.

SPN Current Title

363 **Social Work Case Manager**

365 **Senior Case Manager**

951 **Battalion Chief (Administration)**

Two of the new classifications (SPNs 363 and 365) provide social services to the public and work cooperatively with behavioral health teams including City personnel and other organizations. They will report to the Social Response Manager. The Fire Department and M&P Association concur on these classifications as written.

The Battalion Chief (Administration) job class (SPN 951) provides a high-level administrative resource for planning, budgeting, and supervising major programs and functions within the Spokane Fire Department. It is intended as an analogous role to the existing Fire Battalion Chief job class, which supervises fire companies in multiple stations within a battalion for routine affairs and emergency incident responses. The Fire Department and Local29/SAFO concur on this classification.

SPN Current Title

New Title

051 **Office Manager** **Administrative Manager**

Office Manager (SPN 051) has been revised via a comprehensive study of the job classification. Revisions along with a retitle to Administrative Manager to better fit the current job duties and responsibilities have been agreed upon by management and the Spokane Managerial and Professional Association (M&P).

Recommendation

Staff recommends adoption of classification resolution **2024-06**.

Attachments:

SPN 363 Social Work Case Manager

SPN 365 Senior Case Manager

SPN 951 Battalion Chief (Administration)

SPN 051 Administrative Manager



Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

ESTABLISHED 1910

SOCIAL WORK CASE MANAGER

SPN: 363

Bargaining Unit: M&P-B

Pay Range: <#>

Effective Date: TBD

CLASS SUMMARY

Performs professional social work functions involving considerable public contact and outreach to people in the community with social service needs; works in partnership with the Spokane Fire Department and behavioral health emergency services to respond to the needs of people in challenging situations regarding their mental and behavioral health and other social service needs.

CLASS CHARACTERISTICS

This is a professional classification at the entry level in the social services series. Employees are responsible for independently performing diverse, specialized, and complex work requiring consistent exercise of discretion and independent judgment. Employee supports the work of management and uniformed staff by serving as a professional-level resource.

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 as well as pertinent regulations. Work involves frequent contact with various outside contacts and the public.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from assigned unit management personnel. Exercises no direct supervision over 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.

- Conducts needs assessments including mental health screening. Utilizes motivational interviewing and solution-focused skill sets.
- Assesses safety and stabilization needs and tailors assistance plans to the individual.
- Delivers resource and assistance plans for assigned individuals needing structured support, advocacy, or benefits assistance, and coordinates case management strategies.
- Conducts visits and outreach to locations of unhoused individuals and establishes rapport with the population served.
- Provides information about services and engages individuals to ensure transport/connection to appropriate social services.
- Assists individuals with obtaining various essential resources.
- Assists in developing and recommending procedures for identification and screening of people with social service needs.
- Prepares and maintains records, memos, correspondence, and reports on social services activities.
- Performs related work as required.

COMPETENCIES

- **Accountability:** Holds oneself accountable for prompt and regular attendance as well as measurable, timely, and cost-effective results. Accepts responsibility for mistakes as well as successes.
- **Attention to Detail:** Ensures information is complete and accurate.
- **Compliance:** Interprets codes, regulations, and laws applicable to mental health program administration and interventions. Learns, understands, and complies with all rules, policies and regulations. Assesses, evaluates, and monitors procedures for compliance with laws, regulations, guidance, and standards.
- **Creative Thinking:** Develops new insights into situations and applies innovative solutions and new methods to problems; adapts behavior or work methods in response to new information and designs new methods where established methods and procedures are not suitable or are unavailable.
- **Computer Skills:** Uses computers, software applications, database management systems, and automated systems to accomplish work.
- **Customer Service:** Effectively deals with the public in addressing their needs.
- **Decision Making:** Utilizes critical thinking and sound judgment to make well-informed, effective, timely, and objective decisions or recommendations, and provide professional opinions.
- **Interpersonal Skills:** Establishes and maintains effective cooperative working relationships with internal and external contacts. Partners with others to develop networks and achieve common goals. Handles sensitive and stressful situations with tact and diplomacy.
- **Office Technology:** Uses modern equipment and communication tools, including computers and relevant software programs, to complete business functions.
- **Oral Communication:** Makes clear and convincing oral presentations to individuals or groups; listens to others, attends to nonverbal cues, and responds appropriately.
- **Organizational Awareness:** Understands the City and departmental organizational structure, programs, services, policies, and operational procedures. Possesses working knowledge of the criminal justice system, including law enforcement operations, policy, and procedure.
- **Problem Solving:** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; and makes recommendations.
- **Public Health:** Understands public health practices, policy, and administration.
- **Reading:** Reads, analyzes, and interprets complex technical information including periodicals, journals, procedures, and governmental regulations.
- **Records Management:** Understands program administration, records retention requirements, and protection or disclosure of personal information. Establishes and maintains a variety of filing, record keeping, and tracking systems.
- **Research:** Seeks out, compiles, and summarizes information appropriately and efficiently.
- **Self-Management:** Sets well-defined and realistic personal goals; displays initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior and stress tolerance.
- **Technical Knowledge:** Possesses base knowledge of psychology, human development, and sociology. Utilizes knowledge of mental health and social service agencies in the local area and the scope of their services. Applies key knowledge of behavioral health assessment, behavioral health and medical services systems, interventions, mental health emergency detentions, and mental health issues common to law enforcement interactions.
- **Teamwork:** Works with others to achieve common goals.

- **Vehicle Operation:** Operates a motor vehicle and maintains an acceptable driving record.
- **Written Communication:** Understands the structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar. Prepares clear and concise reports, correspondence, and other written materials.

TYPICAL EQUIPMENT USED

General office equipment, personal computer and associated software, 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

Employees perform some work in an office environment with moderate noise levels, and controlled temperature conditions. Community/street outreach and home visits are also required. Unsafe conditions and situations may be encountered, requiring close attention and assessment. Work involves frequent and sometimes prolonged interaction with other people who may be uncooperative, agitated, or in crisis. Field work may include protected exposure to bodily fluids. Extreme weather conditions may also be encountered. Duties may involve irregular or varied workdays or hours.

MINIMUM QUALIFICATIONS

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

Open-Entry Requirements:

- Education: Bachelor's degree from an accredited college or university in social work, psychology, sociology, behavioral health, or a closely related field.
- Experience: One year of professional social services experience.

Licenses and Certifications:

- Applicants must possess a valid driver's license, to be maintained throughout employment.
- A Substance Use Disorder Professional Certification is desirable, though not required.

New: TBD/2024



Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

ESTABLISHED 1910

SENIOR CASE MANAGER

SPN: 365

Bargaining Unit: M&P-B

Pay Range: <#>

Effective Date: TBD

CLASS SUMMARY

Performs advanced professional social work functions involving considerable public contact and outreach to people in the community with social service needs; works in partnership with the Spokane Fire Department and behavioral health emergency services to respond to the needs of people in challenging situations regarding their mental and behavioral health and other social service needs.

CLASS CHARACTERISTICS

This is the advanced professional classification in the social services series. The Senior Case Manager provides leadership and mentoring to team members and performs the most complex work required in the social services provided. Positions in this class require a comprehensive knowledge of federal, state, local and departmental policies, procedures, rules and regulations.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from assigned unit management personnel. Exercises no direct supervision over staff. In the absence of their supervisor, takes responsibility for managing new referrals and organizing the daily work of the team.

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.

- Conducts needs assessments including mental health assessments. Utilizes motivational interviewing and solution-focused skill sets.
- Develops and facilitates behavioral/mental health care plans and follow-up plans.
- Coordinates cases where high acuity of need exists. Handles short-term interventions with a focus on crisis intervention.
- Facilitates collaborative problem solving for individuals as a liaison between the individuals, families, caregivers, and service providers.
- Establishes and supports relationships with other community social service providers.
- Responds to requests for information and serves as liaison with other City departments, divisions, agencies, and the community.
- Participates in system planning, including representation on various committees.
- Analyzes obstacles and gaps in service delivery systems and advocates for changes. Consults with management and other agency professionals on complicated issues.
- Promotes best practices in treatment approaches, support systems, and interventions.
- Participates in program development and improving best practices for community outreach.
- Provides training on social service resources to front-line personnel. Attends and testifies at court hearings or other legal proceedings.
- Prepares and maintains records, memos, correspondence, and reports on social services activities.
- Performs related work as required.

COMPETENCIES

- **Accountability:** Holds oneself accountable for prompt and regular attendance as well as measurable, timely, and cost-effective results. Accepts responsibility for mistakes as well as successes.
- **Attention to Detail:** Ensures information is complete and accurate.
- **Compliance:** Interprets codes, regulations, and laws applicable to mental health program administration and interventions. Learns, understands, and complies with all rules, policies and regulations. Assesses, evaluates, and monitors procedures for compliance with laws, regulations, guidance, and standards.
- **Creative Thinking:** Develops new insights into situations and applies innovative solutions and new methods to problems; adapts behavior or work methods in response to new information and designs new methods where established methods and procedures are not suitable or are unavailable.
- **Computer Skills:** Uses computers, software applications, database management systems, and automated systems to accomplish work.
- **Customer Service:** Effectively deals with the public in addressing their needs.
- **Decision Making:** Utilizes critical thinking and sound judgment to make well-informed, effective, timely, and objective decisions or recommendations, and provide professional opinions.
- **Interpersonal Skills:** Establishes and maintains effective cooperative working relationships with internal and external contacts. Partners with others to develop networks and achieve common goals. Handles sensitive and stressful situations with tact and diplomacy.
- **Mentoring:** Helps others learn and provides ongoing feedback.
- **Office Technology:** Uses modern equipment and communication tools, including computers and relevant software programs, to complete business functions.
- **Oral Communication:** Makes clear and convincing oral presentations to individuals or groups; listens to others, attends to nonverbal cues, and responds appropriately.
- **Organizational Awareness:** Understands the City and departmental organizational structure, programs, services, policies, and operational procedures. Possesses working knowledge of the criminal justice system, including law enforcement operations, policy, and procedure.
- **Problem Solving:** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; and makes recommendations.
- **Public Health:** Understands and leads others in public health practices, policy, and administration.
- **Reading:** Reads, analyzes, and interprets complex technical information including periodicals, journals, procedures, and governmental regulations.
- **Records Management:** Understands program administration, records retention requirements, and protection or disclosure of personal information. Establishes and maintains a variety of filing, record keeping, and tracking systems.
- **Research:** Seeks out, compiles, and summarizes information appropriately and efficiently.
- **Resource Management:** Selects, acquires, stores, and distributes resources such as materials and equipment.
- **Self-Management:** Sets well-defined and realistic personal goals; displays initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior and stress tolerance.
- **Technical Knowledge:** Possesses base knowledge of psychology, human development, and sociology. Utilizes knowledge of mental health and social service agencies in the local area and the scope of their services. Applies key knowledge of behavioral health assessment,

behavioral health and medical services systems, interventions, mental health emergency detentions, and mental health issues common to law enforcement interactions.

- **Teamwork:** Encourages and facilitates cooperation, pride, trust, and group identity; works with others to achieve common goals.
- **Vehicle Operation:** Operates a motor vehicle and maintains an acceptable driving record.
- **Written Communication:** Understands the structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar. Prepares clear and concise reports, correspondence, and other written materials.

TYPICAL EQUIPMENT USED

General office equipment, personal computer and associated software, applicable field equipment, personal protective equipment.

PHYSICAL DEMANDS

While performing the essential functions of the job, the incumbent is regularly required to use close vision, distance vision and peripheral vision; 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 or pull materials and objects up to 10 pounds.

WORK ENVIRONMENT

Employees perform some work in an office environment with moderate noise levels, and controlled temperature conditions. Community/street outreach and home visits are also required. Unsafe conditions and situations may be encountered, requiring close attention and assessment. Work involves frequent and sometimes prolonged interaction with other people who may be uncooperative, agitated, or in crisis. Field work may include protected exposure to bodily fluids. Extreme weather conditions may also be encountered. Duties may involve irregular or varied workdays or hours.

MINIMUM QUALIFICATIONS

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

Open-Entry Requirements:

- Education: A Master of Social Work degree (MSW) from an accredited college or university.

Licenses and Certifications:

- Applicants must possess a valid driver's license, to be maintained throughout employment.
- A Substance Use Disorder Professional Certification is desirable, though not required.

New: TBD/2024



Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

• ESTABLISHED 1910

BATTALION CHIEF (ADMINISTRATION)

SPN: 951

Bargaining Unit: L29/SAFO

Pay Range: <#>

Effective Date: <m/y>

CLASS SUMMARY

Supervises the activities of a team within a major functional area or division of the Spokane Fire Department. Develops programs and projects to further the Fire Department mission, and assists in preparing strategic plans and annual budgets. Work requires knowledge of the principles of project and program management, and the ability to exercise appropriate judgment and decision-making authority as a supervisor and program leader. Employee exchanges information regularly with internal and external contacts. Duties are sedentary in nature and are performed in an office environment and the community, including hazardous incidents. Travel to other work locations is required, the employee may be required to work long or unusual hours, and the employee is subject to recall during emergencies.

CLASS CHARACTERISTICS

This is an advanced supervisory classification in the Firefighter class series that may have any number and classification of personnel reporting to it. Incumbents provide technical and functional direction to subordinates who are not otherwise directly supervised by this job class. Performance of the work requires the use of independence and initiative within established guidelines and policies. This class is distinguished from the Fire Battalion Chief (Operations) because the latter is responsible for the overall performance of fire stations and company officers within an assigned district of the city, including during emergency incident responses.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from assigned supervisory or management personnel. Exercises direct supervision of Fire Department staff through subordinate levels of supervision.

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 a team performing specialized functions in a major program area of the Spokane Fire Department.
- Assists with the preparation of strategic plans and annual work plans, systems, and procedures; develops, implements, improves, and evaluates programs, projects, methods, and work products in accordance with department plans, budgets, and policies; performs various budgetary and management studies and analyses.
- Develops the preliminary budget for assigned functional area, including forecasting necessary resources. Monitors and maintains fiscal control of funds and inventory of assets. Monitors budget to actual expenses and recommends adjustments.
- Supervises and evaluates subordinate Fire Department employees. Establishes performance requirements, completes annual performance reviews, and recommends discipline as necessary.

- Schedules, coordinates, and plans the work of subordinates. Approves work schedules, leave requests, requests for special assignments or training.
- Monitors the work performance and work quality of assigned personnel for efficiency, effectiveness, and safety.
- Implements strategic plans to further the mission and goals of the Spokane Fire Department.
- Ensures assigned personnel and facilities have the resources needed to complete their jobs.
- Inspects personnel, equipment, and facilities.
- Researches topics related to staffing and budgeting.
- Advises and consults with management on achievement of department goals, long-term projects, policies, and unusual events.
- Writes reports, letters, memos, and emails to internal and external recipients; prepares sections of grant applications.
- Makes presentations to and shares information with City administrators, managers, and elected officials; civic groups and organizations; and officials of other agencies.
- Reviews and evaluates incoming documents, reports, electronic communications, mail, and other paperwork to determine actions to be taken and priorities.
- Performs related work as required.

Logistics

- Schedules, prioritizes, and supervises the maintenance and repair of fire equipment and apparatus. Ensures that apparatus meets requirements and standards, and oversees the regular testing of all equipment.
- Consults with departmental personnel regarding the need for specialized equipment. Modifies and adapts existing equipment, or prepares drawings and specifications for the construction and acquisition of equipment. Consults with and trains personnel in the operation of assigned equipment.

COMPETENCIES

Competencies are the measurable or observable knowledge, skills, abilities, and other personal characteristics (KSAOs) critical to successful job performance.

- **Decision Making:** Make sound, well-informed, effective, timely, and objective decisions, even when data are limited or solutions produce unpleasant consequences.
- **Flexibility:** Open to change and new information; adapt behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deal with uncertainty.
- **Interpersonal Skills:** Establish and maintain effective working relationships with internal and external contacts.
- **Leadership:** Influence, motivate, and challenge others; adapt leadership styles to a variety of situations.
- **Listening:** Receive, attend to, interpret, and respond to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations.
- **Office Technology:** Complete business functions using modern equipment and communication tools, including computers and relevant software programs.
- **Oral Communication:** Make clear and convincing oral presentations to individuals or groups; listen to others, attend to nonverbal cues, and respond appropriately.
- **Organizational Awareness:** Understands the organization's mission, function, and structure, including programs, policies, procedures, rules, and regulations.

- **Planning and Evaluating:** Organize work, set priorities, and determine resource requirements; determine short- or long-term goals and strategies to achieve those goals; coordinate with other organizations or parts of the organization to accomplish goals; monitor progress and evaluate outcomes.
- **Problem Solving:** Identify and analyze problems; weigh relevance and accuracy of information; generate and evaluate alternative solutions; and make recommendations.
- **Project Management:** Apply principles, methods, or tools for developing, scheduling, coordinating, and managing non-recurring, temporary resources to complete unique products, services, or results.
- **Reading:** Understand and interpret written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables.
- **Supervision:** Use supervisory theories and methods to plan, organize, and coordinate the work of others; provide others with clear direction, motivation, and empowerment, including development opportunities and coaching.
- **Technical Competence:** Apply knowledge acquired through formal training or extensive on-the-job experience to perform one's job; analyze and evaluate technical job-related information; advise others on technical issues.
- **Teamwork:** Encourage and facilitate cooperation, pride, trust, and group identity; work with others to achieve common goals.
- **Training and Developing Others:** Develop the ability of others to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods.
- **Written Communication:** Understand the structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar. Prepare documents to transfer information to audiences with varying levels of technical knowledge.
- **Vision:** Understand where the department is headed and recognize opportunities to help the organization accomplish its objectives.

TYPICAL EQUIPMENT USED

Personal computer and associated software, telephone, general office equipment, motor vehicle, portable radio communication system.

PHYSICAL DEMANDS

Employee must possess mobility to work in a standard office setting and use standard office equipment, including a computer; ability to operate a motor vehicle and to visit various City and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone and radio. This is primarily a sedentary office classification although standing 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 lift, carry, push, and pull materials and objects up to 10 pounds. The job involves periodic fieldwork, requiring walking or running or standing on uneven terrain, and climbing and descending structures to access fire scenes and to identify problems or hazards.

WORK ENVIRONMENT

Employees typically work a regular day shift (from 8 to 12 hours per day) in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

MINIMUM QUALIFICATIONS

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

Open-Entry Requirements:

- Education: Associate degree from an accredited college or university in fire command, public or business administration, or emergency medical services.
- Experience: Five years of uniformed service in a fire agency, including at least three years at the equivalent level of Fire Lieutenant or higher; and two years of project or budget management experience, which may be gained outside of fire agency employment.

Promotional Requirements:

- Experience: Four years with the City in the Firefighter line of progression and experience in project or budget management related to logistics, training, fire operations, or fire prevention. Related project or budget management experience may be gained prior to City employment.

Licenses and Certifications:

- Applicants must possess a valid driver's license, to be maintained throughout employment.



Job Classification Specification

CITY OF SPOKANE CIVIL SERVICE COMMISSION

• ESTABLISHED 1910

ADMINISTRATIVE MANAGER

SPN: 051

Bargaining Unit: M&P - B

Pay Range: ~~37~~TBD

Effective Date: TBD

CLASS SUMMARY

Performs responsible managerial and professional work in the business operations of one or more departments. Work is varied and requires comprehensive knowledge of the policies and procedures of both the City and the department(s) to which assigned, and the ability to use independent judgment in their application. No specific checks or controls exist; errors or poor judgment could cause work interruptions, personnel problems, embarrassment to the City, and financial impacts. Employee exchanges information regularly with internal and external contacts. Duties are sedentary to light in nature, performed under normal working conditions, and require periods of concentrated attention to prevent errors.

CLASS CHARACTERISTICS

Administrative Managers hold full responsibility for management and supervision of a business operation, including planning, organizing, and coordinating functions of their department(s). Incumbents provide professional support to senior management in a variety of areas. Duties require the ability to plan and perform work where only general instructions are available, and to develop new methods and approaches to accomplish objectives.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to a department/division head or a senior professional employee tasked with managing a major section of a department or division. General objectives are established, and the employee selects their own methods of accomplishment. Supervises and trains clerical subordinates, and coordinates work among staff and with external customers.

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.

- Plans, schedules, assigns, and oversees the work of subordinate clerical or technical employees performing varied and specialized duties, which may include subordinate lead workers or supervisors. Trains or coordinates training of staff to accomplish administrative and clerical tasks. Provides leadership and guidance to their team and encourages employee development.
- Supervises and evaluates the work performance of subordinate employees. Coaches and counsels employees, establishes improvement plans, and recommends disciplinary action to the department/division head when necessary.
- Coordinates, supervises, and participates in a variety of operational tasks relating to the administration of services and programs.
- Develops, continuously improves, and standardizes office procedures. Maintains efficient flow of work by evaluating office production and revising procedures accordingly. Designs or updates forms to meet requirements.
- Coordinates the functions of internal services and programs with other departments, committees, and outside agencies or vendors to ensure program activities are accomplished. Provides information and education to enhance and support business goals and outcomes.

- Responds to internal and external inquiries made by telephone, in writing or in person that are related to established policies, procedures and activities, including responding to complaints and determining solutions to problems.
- Supervises ongoing fiscal operations such as basic bookkeeping, approval of payroll, monitoring expenses, budget preparation, processing charges for contractual work, purchasing supplies, requisitioning of office equipment, etc.
- May represent the department(s) at internal and external business meetings, community events, committee meetings, or other public relations-related appearances.
- Maintains and audits records, performs queries, analyzes data, and prepares charts, graphs, and various reports. Proofreads materials for accuracy and clarity. Sets and ensures standards for public records request response.
- Operates standard office equipment, including a personal computer, and uses standard or specialized computer software applications.
- Performs related work as required.

COMPETENCIES

- **Accountability:** Holds self and others accountable for measurable, timely, and cost-effective results. Accepts responsibility for mistakes.
- **Administration and Management:** Performs planning, coordination, and execution of business functions, resource allocation, and production.
- **Attention to Detail:** Ensures information is complete and accurate.
- **Budget Administration:** Understands the principles and practices of budget administration and analysis; including preparing, justifying, reporting on, and executing the budget; and the relationships among program, budget, accounting, and reporting systems.
- **Computer Skills:** Uses computers, software applications, databases, and automated systems to accomplish work.
- **Contracting/Procurement:** Understands and applies various types of contracts, techniques, or requirements for contracting procurement.
- **Creative Thinking:** Develops new insights into situations and applies innovative solutions and new methods to problems.
- **Customer Service:** Effectively deals with the public and City personnel by ensuring full understanding and meeting their needs.
- **Decision Making:** Makes sound, well-informed, effective, timely, and objective decisions.
- **Interpersonal Skills:** Establishes and maintains effective working relationships with internal and external contacts. Handles sensitive and stressful situations with tact and diplomacy.
- **Leadership:** Influences, motivates, and challenges others, and adapts leadership styles to a variety of situations.
- **Mathematical Reasoning:** Solves practical problems using appropriate mathematical and statistical techniques.
- **Mentoring:** Helps others learn and provides ongoing feedback.
- **Office Technology:** Uses modern equipment and communication tools, including computers and relevant software programs, to complete business functions.
- **Oral Communication:** Makes clear and convincing oral presentations to individuals or groups; actively listens to others and responds appropriately.
- **Organizational Awareness:** Understands the City and departmental organizational structure, programs, services, policies, and operational procedures of the department(s) to which assigned.
- **Organizing Work:** Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with others to accomplish goals; monitors progress and evaluates outcomes.
- **Problem Solving:** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; and makes recommendations.

- **Reading:** Reads, analyzes, and interprets complex technical information including periodicals, journals, procedures, and governmental regulations.
- **Reasoning:** Analyzes and interprets information and makes appropriate connections or draws accurate conclusions.
- **Resource Management:** Selects, acquires, stores, and distributes resources such as materials, equipment, or money.
- **Self-Management:** Sets well-defined and realistic personal goals; displays initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
- **Supervision:** Plans, distributes, coordinates, and monitors work assignments of others; evaluates work performance and provides feedback to others on their performance.
- **Teamwork:** Encourages and facilitates cooperation, pride, trust, and group identity; works with others to achieve common goals.
- **Written Communication:** Understands the structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar. Prepares written documents for audiences with varying levels of knowledge.

TYPICAL EQUIPMENT USED

General office equipment, personal computer, and associated software.

PHYSICAL DEMANDS

Must possess mobility to work in and move around a standard office setting; ability to 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. 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 lift, carry, push, and pull materials and objects up to 25 pounds, and to transport a computer laptop from one work location to another.

WORK ENVIRONMENT

Employees primarily work in a standard office environment with moderate noise levels and controlled temperature conditions.

MINIMUM QUALIFICATIONS

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

Promotional Requirements:

- Education: Two years of education (90 quarter or 60 semester credit hours) from an accredited college or university in business or public administration, human resources, management, or a closely related field
- Experience: Three years of clerical or administrative experience in a business office, including one year in a supervisory role.
- Substitution: Additional business office experience in a supervisory role may be substituted for the education requirement on a year for year basis.

Retitled: TBD

Revised: 5/77, 6/80, 10/82, 11/84, 10/86, 9/94, 4/03, 10/15, 5/18, 6/24

Reviewed: 10/88, 10/90, 2/93, 9/96, 8/98, 8/00, 7/02, 3/05, 3/07, 9/10, 10/12

NATURE OF WORK:

Performs responsible ~~managerial and professional supervisory and office support~~ work in the ~~clerical and administrative~~ business operations of ~~a department~~ one or more departments. Work is varied and requires ~~extensive~~ comprehensive knowledge of the policies and procedures of both the City and the department(s) to which assigned, and the ability to use independent judgment in their application. No specific checks or controls exist; ~~so~~ errors or poor judgment could cause work interruptions, personnel problems, ~~and~~ embarrassment to the City, and financial impacts. Employee exchanges information ~~has~~ regularly ~~contact~~ with ~~internal~~ inside and outside ~~sources~~ external contacts to obtain or supply factual information. Duties are sedentary to light in nature, performed under normal working conditions, and require periods of concentrated attention to prevent errors.

CLASS CHARACTERISTICS

Administrative Managers hold full responsibility for management and supervision of a business operation, including planning, organizing, and coordinating functions of their department(s). Incumbents provide professional support to senior management in a variety of areas. Duties require the ability to plan and perform work where only general instructions are available, and to develop new methods and approaches to accomplish objectives.

SUPERVISION:

Reports directly to a department/division head or a senior professional employee tasked with managing a major section of a department or division. General objectives are established, and the employee ~~is required to~~ selects their own methods of accomplishment attainment. Supervises and trains clerical subordinates, and coordinates work among ~~department~~ staff and with external customers.

ESSENTIAL 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.

Plans, schedules, ~~and~~ assigns, and oversees the work of subordinate clerical or technical employees performing varied and specialized duties, which may include subordinate lead workers or supervisors. Trains or coordinates training of staff to accomplish administrative and clerical tasks. Provides leadership and guidance to their team and encourages employee development.

Supervises and evaluates the work performance of subordinate ~~clerical~~ employees ~~who report directly to the office manager,~~ Coaches and counsels employees, establishes improvement plans, and recommends disciplinary action to the department/division head when necessary.

Coordinates, supervises, and participates in a variety of operational tasks relating to the administration of ~~department~~ services and programs.

Develops, continuously improves, and Sstandardizes office procedures, and mMaintains ~~the~~ efficient flow of work by evaluating office production and revising procedures accordingly. Designs or updates forms to meet requirements.

Coordinates the functions of internal services and programs with other departments, committees, and outside agencies or vendors to ensure program activities are accomplished. Provides information and education to enhance and support business goals and outcomes.

Responds to public internal and external inquiries made by telephone, in writing or in person that are related to established policies, procedures and activities ~~of the department~~, including responding to complaints and determining solutions to problems.

~~Supervises ongoing~~ ~~May participate or assist in~~ fiscal operations such as basic bookkeeping, ~~preparation-approval~~ of payroll, monitoring expenses, budget preparation, processing charges for contractual work, ~~the~~ purchasing of supplies, and requisitioning of office equipment, etc.

May represent the department(s) at internal and external business meetings, community events, committee meetings, or other public relations-related appearances.

~~Operates standard office equipment, including a personal computer, and uses standard or specialized computer software applications.~~ Maintains and audits records, performs queries, analyzes data, and prepares charts, graphs, and various reports. Proofreads materials for accuracy and clarity. Sets and ensures standards for public records request response.

Operates standard office equipment, including a personal computer, and uses standard or specialized computer software applications.

Performs related work as required.

REQUIREMENTS OF WORK:COMPETENCIES:

- **Accountability:** Holds self and others accountable for measurable, timely, and cost-effective results. Accepts responsibility for mistakes.
- **Administration and Management:** Performs planning, coordination, and execution of business functions, resource allocation, and production.
- **Attention to Detail:** Ensures information is complete and accurate.
- **Budget Administration:** Understands the principles and practices of budget administration and analysis; including preparing, justifying, reporting on, and executing the budget; and the relationships among program, budget, accounting, and reporting systems.
- **Computer Skills:** Uses computers, software applications, databases, and automated systems to accomplish work.
- **Contracting/Procurement:** Understands and applies various types of contracts, techniques, or requirements for contracting procurement.
- **Creative Thinking:** Develops new insights into situations and applies innovative solutions and new methods to problems.
- **Customer Service:** Effectively deals with the public and City personnel by ensuring full understanding and meeting their needs.
- **Decision Making:** Makes sound, well-informed, effective, timely, and objective decisions.
- **Interpersonal Skills:** Establishes and maintains effective working relationships with internal and external contacts. Handles sensitive and stressful situations with tact and diplomacy.
- **Leadership:** Influences, motivates, and challenges others, and adapts leadership styles to a variety of situations.
- **Mathematical Reasoning:** Solves practical problems using appropriate mathematical and statistical techniques.
- **Mentoring:** Helps others learn and provides ongoing feedback.
- **Office Technology:** Uses modern equipment and communication tools, including computers and relevant software programs, to complete business functions.
- **Oral Communication:** Makes clear and convincing oral presentations to individuals or groups; actively listens to others and responds appropriately.
- **Organizational Awareness:** Understands the City and departmental organizational structure, programs, services, policies, and operational procedures of the department(s) to which assigned.
- **Organizing Work:** Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with others to accomplish goals; monitors progress and evaluates outcomes.
- **Problem Solving:** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; and makes recommendations.

- **Reading:** Reads, analyzes, and interprets complex technical information including periodicals, journals, procedures, and governmental regulations.
- **Reasoning:** Analyzes and interprets information and makes appropriate connections or draws accurate conclusions.
- **Resource Management:** Selects, acquires, stores, and distributes resources such as materials, equipment, or money.
- **Self-Management:** Sets well-defined and realistic personal goals; displays initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
- **Supervision:** Plans, distributes, coordinates, and monitors work assignments of others; evaluates work performance and provides feedback to others on their performance.
- **Teamwork:** Encourages and facilitates cooperation, pride, trust, and group identity; works with others to achieve common goals.
- **Written Communication:** Understands the structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar. Prepares written documents for audiences with varying levels of knowledge.

~~Extensive knowledge of the programs, services and operational procedures of the department to which assigned.~~

~~Knowledge of supervisory techniques, bargaining unit agreements, civil service rules, and human resources personnel policies.~~

~~Knowledge of modern office practices, procedures and equipment, including desktop or laptop computers, facsimile machines and photocopiers.~~

~~Knowledge of computer applications relating to modern office operations, such as: word processing, presentation, database, email and spreadsheet software.~~

~~Ability to exercise sound judgment in making decisions, solving problems and coordinating the activities of the department to which assigned.~~

~~Ability to carry out special and general assignments without direct supervision.~~

~~Ability to plan, assign, coordinate and supervise the work of subordinates performing various routine and specialized clerical duties, as well as the ability to coordinate the work of skilled labor staff.~~

~~Ability to instruct and train subordinate employees in a variety of clerical support work related to the administration of department services and programs.~~

~~Ability to express ideas clearly and concisely, both orally and in writing.~~

~~Ability to maintain records, compile and organize statistical data, and prepare concise and accurate reports.~~

~~Ability to learn specialized computer software programs specific to the department and to provide training to subordinates on such applications.~~

~~Ability to establish and maintain effective public and employee relations.~~

TYPICAL EQUIPMENT USED

General office equipment, personal computer, and associated software.

PHYSICAL REQUIREMENTS:

Must possess mobility to work in and move around a standard office setting; ability to 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. 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 lift, carry, push, and pull materials and objects up to 25 pounds, and to transport a computer laptop from one work location to another.

~~Ability to understand fine print such as legal documents.~~

~~Ability to communicate by using a telephone.~~

~~Ability to exchange information with individuals or groups during meetings or training situations.~~

~~Ability to operate a personal computer and other standard office equipment.~~

~~Ability to transport materials such as boxes of paper weighing up to 25 lbs.~~

~~Ability to move about an office.~~

WORK ENVIRONMENT

Employees primarily work in a standard office environment with moderate noise levels and controlled temperature conditions.

MINIMUM EDUCATION AND EXPERIENCE:

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

Promotional Requirements:

- Education: Two years of education (90 quarter or 60 semester credit hours) from an accredited college or university ~~with major coursework~~ in business or public administration, human resources, management, or a closely related field
- Experience: ~~;- AND -;~~ Three years of clerical or administrative experience in a business office, including one year ~~as~~ in a supervisory role.
- Substitution: Additional business office experience in a supervisory role may be substituted for the education requirement on a year for year basis.

Retitled: TBD

Revised: 5/77, 6/80, 10/82, 11/84, 10/86, 9/94, 4/03, 10/15, 5/18, 6/24

Reviewed: 10/88, 10/90, 2/93, 9/96, 8/98, 8/00, 7/02, 3/05, 3/07, 9/10, 10/12

Union: M&P

Range: ~~37~~TBD

EEO: 2



Item 4B – Adoption of the 2023 Annual Report

Background

The Chief Examiner will present the 2023 Annual Report for review and adoption.

Commission action is required.



2023 annual report

City of Spokane
Civil Service Commission

City of Spokane

Civil Service Commission

Staff

Kelsey Pearson	Chief Examiner
Jerri Bjork	Examination & Classification Analyst III
Bryan Sullivan	Examination & Classification Analyst III
Ken Hoekema	Examination & Classification Analyst III
Lisa Olson	Examination & Classification Analyst III
Blake Munroe	Examination & Classification Analyst II
Elizabeth Caverly	Examination & Classification Analyst II
Caitlin Mackercher	Examination & Classification Analyst II
Shellee Ives	Office Manager
Morgan Vanderkamp	Clerk III
Briana Ruffing	Clerk III
Paxton Powell	Marketing Coordinator

Commission Members

Mark Lindsey	Chair
Judith Gilmore	Vice Chair
Scott Stephens	
Nicole Palmerton	
Craig Hult	

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2023 at a Glance

178

recruitments
open, promo & supported

466

**requisitions/vacancies
completed**

5,507

applications

2,188

total employees
classified & non-classified

149

**classified employee
separations**

119

**non-classified
employees**

2,069

**classified
employees**

2,610

eligible candidates

364

classifications

Mission

The Commission is to provide an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained.

Vision

Our well-trained, competent, and professional team will utilize best practices, cost-effective technology, and innovation to provide a merit-based employment system that is recognized for excellence in public service.

Values

- Teamwork
- Excellence
- Service
- Transparency
- Equal Opportunity
- Merit Principles

Civil Service Commission

The Spokane Civil Service Commission is an independent body created by the City Charter to administer that portion of the Charter pertaining to Civil Service. By mandate of the citizens of Spokane, the Commission is specifically charged with the responsibility of developing and maintaining a classification plan, a comprehensive recruitment program, and practical selection standards for all classified positions in the municipal government.

It is also responsible for providing procedural rules for administration of classified employment and for resolving any differences which may arise as a result of these rules or the Charter. The Spokane City Charter, Article VI, provides the mandate and authority for the City of Spokane's civil service system.

The Civil Service Commission consists of five members: two nominated by the Mayor and appointed by the City council, two appointed by the city employee groups, and one appointed by the other four members. The Commission conducts public meetings on the third Tuesday of each month.

Current Commissioners & Terms

Mark Lindsey - Chair | January 2015 - Present

Uniformed Employee Groups Appointee - Current term ends Dec. 2026

Judith Gilmore - Vice Chair | September 2016 - Present

Employee Retirement Board Appointee - Current term ends Dec. 2024

Scott Stephens | August 2017 - Present

Civil Service Commission Appointee - Current term ends Dec. 2025

Nicole Palmerton | April 2021 - Present

City Council Appointee - Current term ends Dec. 2024

Craig Hult | March 2011 - Present

City Council Appointee - Current term ends Dec. 2026

Commission Legal Council

Mike Piccolo | 2004 - 2023

Chief Examiner

Kelsey Pearson | May 2021 - Present

Past Commissioners & Terms

Peter Piper | 1961 - 1963

Dr. Robert Southcombe | 1961 - 1964

Verne D. Warren | 1961 - 1964

Robert M. Hardy | 1963 - 1965

John Edgar | 1965

George E. Robey | 1961 - 1965

Thomas F. Meagher | 1961 - 1967

William S. J. May | 1964 - 1970

James E. Borg | 1966 - 1972

Elmer L. Bierly | 1972 - 1973

Jerome C. Kopet | 1967 - 1978

C. Grover Wilson | 1968 - 1978

Arthur M. Hansen | 1965 - 1984

Richard A. Moser | 1973 - 1985

Howard A. King | 1984- 1986

Howard A. Anderson | 1971 - 1986

Seaton M. Daly, Jr. | 1979 - 1986

Paul P. Nolan | 1987

James E. Bates | 1986 - 1988

Frances N. Scott | 1979 - 1991

Delphine Faison | 1987 - 1992

Barry E. Ryan | 1988 - 1993

John Krall | 1993 - 1995

O'Neil Vinson | 1985 - 1996

Kate Quinn | 1992 - 2000

Ivan Bush | 1997 - 2000

James L. Kirschbaum | 1995 - 2001

Douglas Amsbury | 1987 - 2002

Robert Van Leuven | 2002 - 2006

John M. Maurice | 2002 - 2006

Gerald Sailing | 2001 - 2007

Carol Lawton | 2000 - 2010

Ronald Stanley | 2007 - 2010

Jim DeWalt | 2011 - 2014

Cheryl Beckett | 2007 - 2016

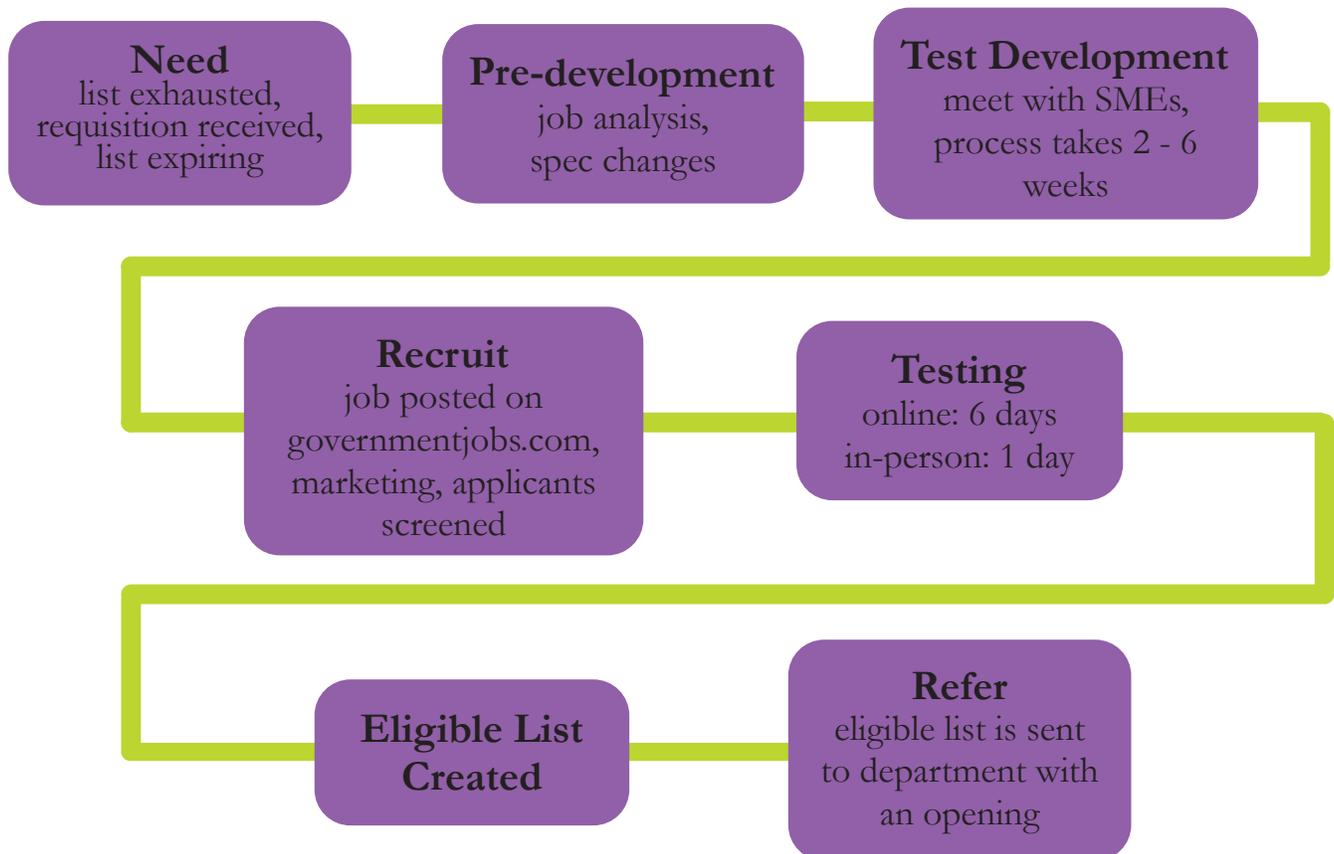
Phyllis Gabel | 2008 - 2016

Kathryn Sewell | 2015 - 2017

Pam Decounter | 2017 - 2020

Civil Service Workflow

The Civil Service Workflow is a comprehensive process designed to ensure that public sector positions are filled efficiently and effectively. It begins when a need is identified. The next step involves pre-testing development, where analysts conduct a job analysis and make specification changes. Following this, analysts collaborate with Subject Matter Experts (SMEs) assigned by the bargaining unit and management over a period of 2-6 weeks to develop a suitable test. Once the test is ready, we open it for recruitment where the job is posted on governmentjobs.com, marketed, and applications are screened. Qualified applicants proceed to the testing phase, where they take the civil service test within designated online and in-person windows. After testing concludes, tests are scored, veterans' preference points are applied and applicants are ranked on an eligible list. Lists are then referred to hiring managers that have an opening.



Classification Work

In accordance with the City Charter, the Civil Service Commission is responsible for classifying all City positions except elected, appointed, and temporary/seasonal positions. Selection to such classified positions is required to be in conformance with Civil Service Commission Rules and Charter provisions.

An equitable classification plan is imperative for all large, well-established organizations. Position classification looks at the position itself, not the individual employee currently doing the job. This approach enables us to compare positions within the organization and see relationships among different levels of work. We are also able to determine the level of responsibilities, skills, knowledge, and abilities needed for the classifications.

In 2023, six new classifications were created and eight were deleted. We will continue to carefully evaluate the need for new classifications as we work to streamline and develop a more efficient classification plan.

Classification Totals



Total Employees



Recruitment Update

The Civil Service Commission is responsible for establishing and maintaining eligibility standards for all classified positions workforce and for recruiting qualified applicants to fill those positions. Fulfillment of the recruiting responsibility is accomplished using multiple channels and platforms. These include NEOGOV/governmentjobs.com, the City website career page, Careers in Government, Indeed, local college and university student and alumni outreach, Spokane WorkSource, social media platforms, various online job boards, and the City Gazette.

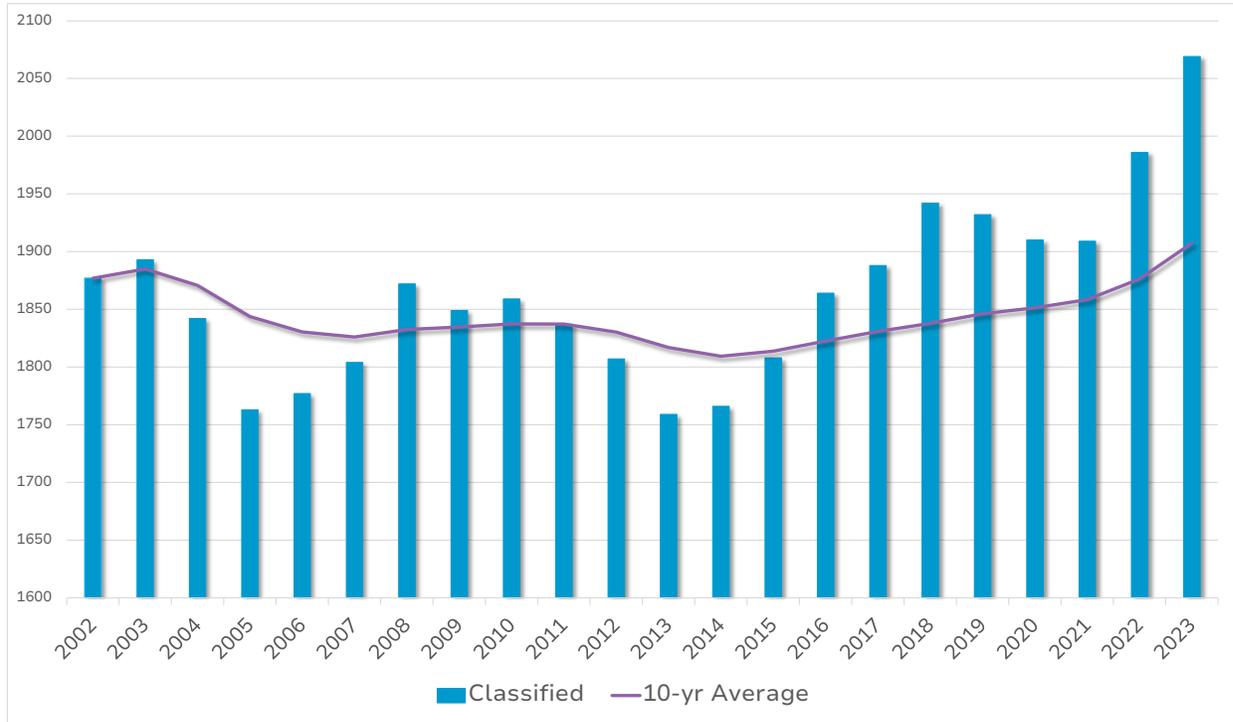
In 2023, Civil Service ran 178 recruitments with 4,839 candidates.

A more robust recruitment plan was developed by the Marketing Coordinator for 2024 and we are excited to see the impact of that plan on our numbers. The number of recruitments in 2023 represented a 3.5% increase in recruitments, and we set another record for the highest number of total recruitments since at least 2016 (the first year of NEOGOV data). Total recruitments will continue to rise into 2024 as many current employees continue to retire and overall turnover rates are elevated.

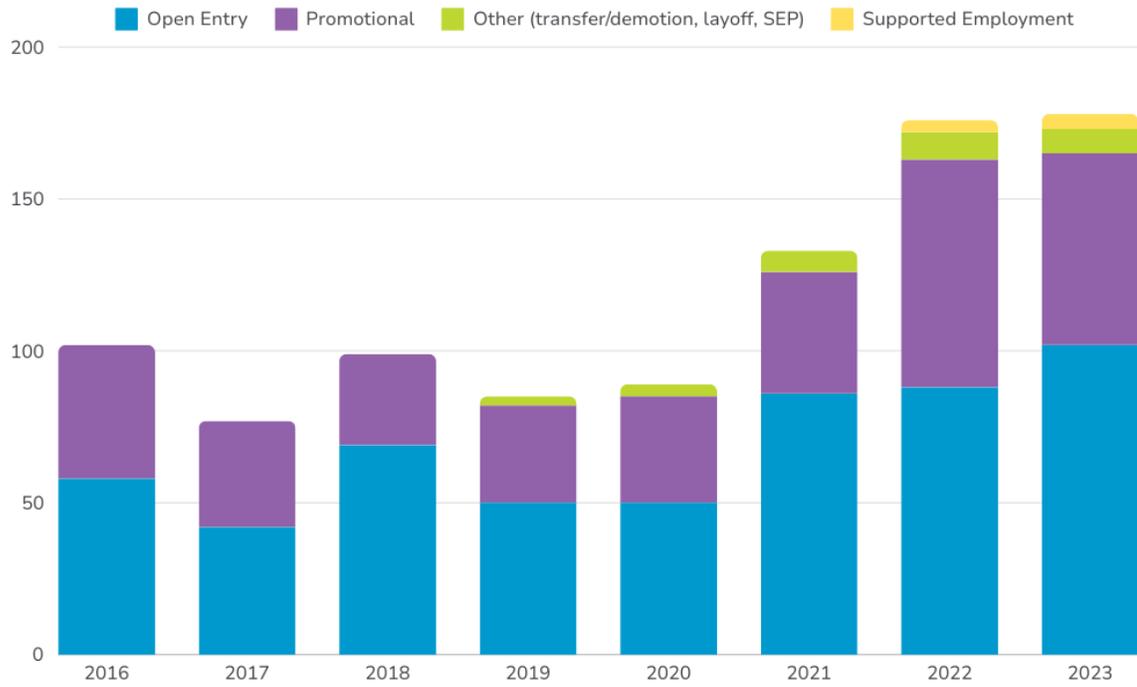
5,507
Applications
Received

2,610
Candidates
Eligible

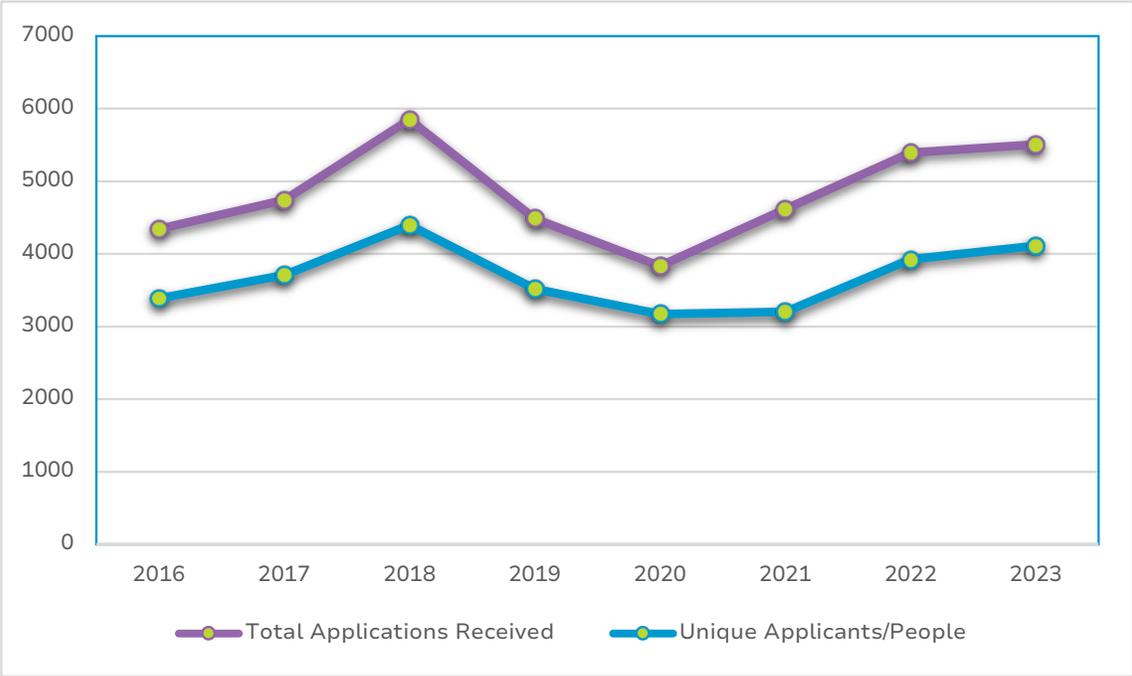
Classified Employee Totals by Year



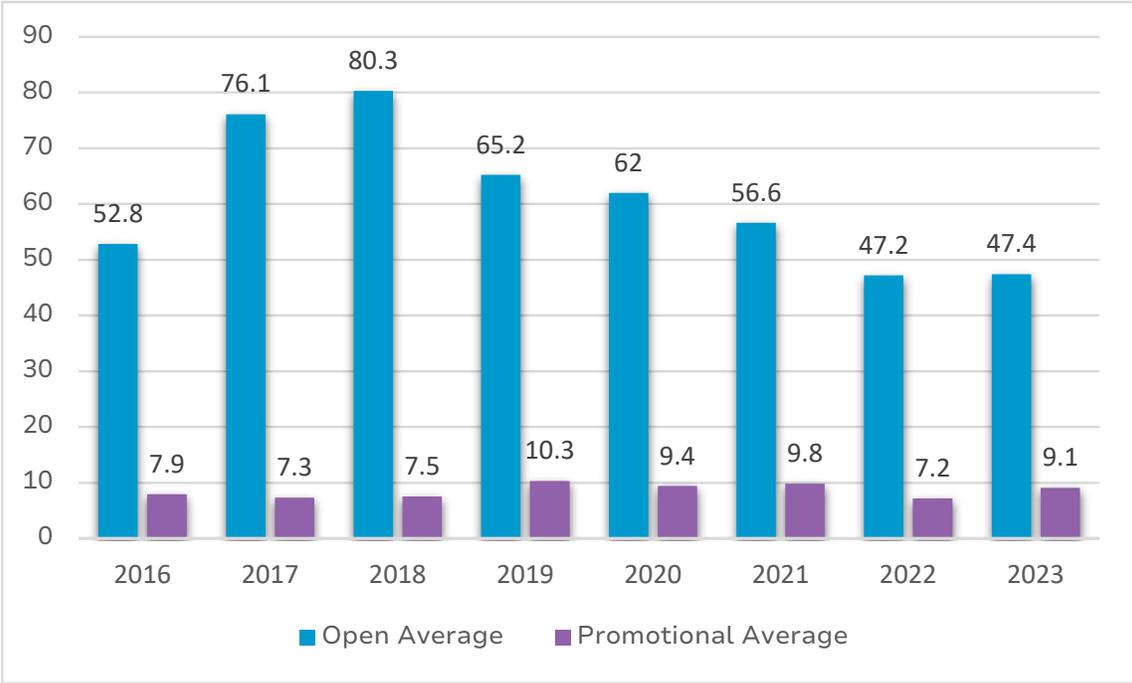
Recruitments by Type



Total Applications



Average Applicants by Recruitment Type



Trends for Key Classifications

The below classifications are regularly recruited, are employed in large numbers across multiple departments in the City, and have minimal entry qualifications. These jobs have historically been relatively easy to recruit for, and they all serve as important internal talent development pipelines for higher classifications.

Laborer I	<u>2017</u>	<u>2019</u>	<u>2021</u>	<u>2022Q2</u>	<u>2022Q4</u>
Recruitment Length (<i>weeks</i>)	2	2	4	5.5	4
Applications Received	293	219	111	52	106
Candidates on Eligible List	161	103	65	34	65
Candidates Hired	13	29	17	11	14*
Eligible List Life	2.0	2.21**	1.05	.98	*

Clerk II	<u>2017</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>	<u>2023</u>
Recruitment Length (<i>weeks</i>)	2	2	2	3	2
Applications Received	364	340	189	92	129
Candidates on Eligible List	91	113	91	47	95
Candidates Hired	15	2	11	8	0*
Eligible List Life	2.0	2.0	1.84	1.27	*

* Eligible list is still active as of this report's publication, and the number hired may increase.

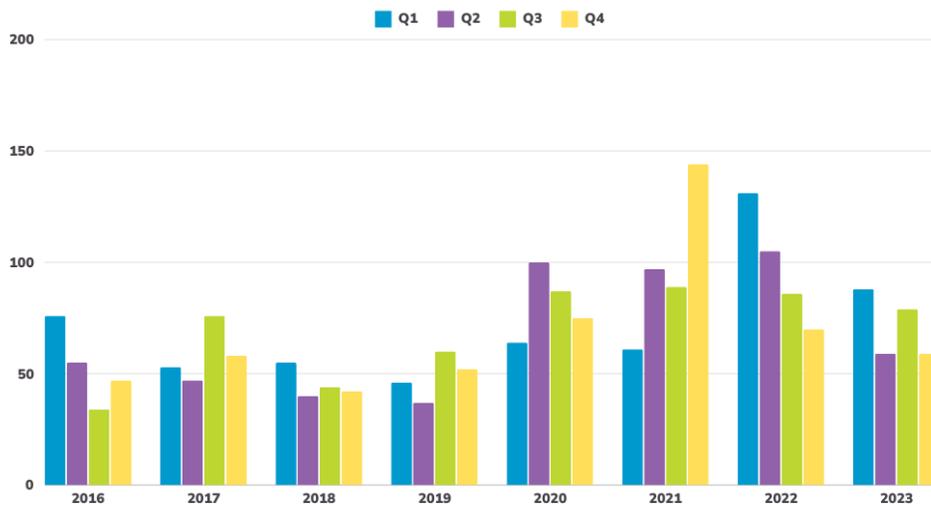
** Life of eligible list was extended pursuant to Rule IV, Section 14(g) of the Merit System Rules.

Civil Service has kept recruitment periods open longer and seen fewer total applicants. This trend began to slow in 2023 and there are signs of improvement in recruiting numbers, especially for entry level positions.

Trends for Police Officer Recruitment: Open-Entry

Recruitment for open-entry and lateral-entry Police Officers has been nearly continuous over the past nine years as the City seeks to fill vacancies. The following charts show the trends in application numbers over this period.

Open-Entry Police Officer Applications by Quarter



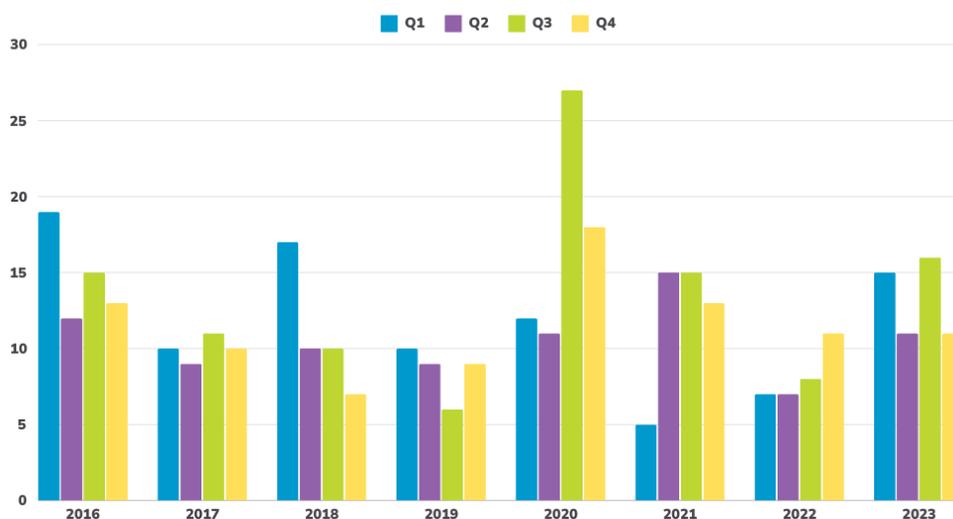
Open-Entry Police Officer Applications by Year



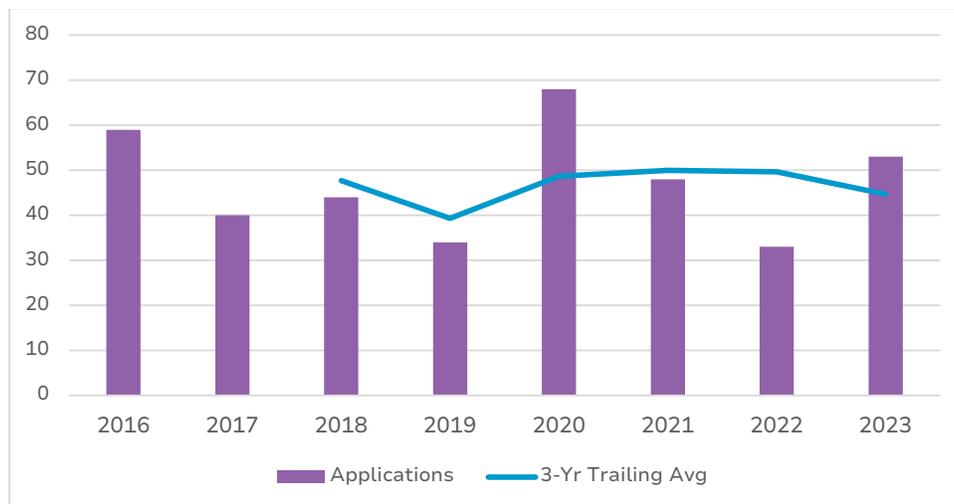
Trends for Police Officer Recruitment: Lateral

Number of applicants for open entry Officers is down 27% from its peak in 2022. But still remains higher than historical average. Lateral-entry applications are up significantly but still have not matched the peak of 2020.

Lateral Police Officer Applications by Quarter



Lateral Police Officer Applications by Year



Non-Classified Employees

Non-classified employees numbered 119 at the end of 2023. This includes elected officials. However, library personnel, temporary/seasonal, and project employees are excluded from this count. The distribution of these 119 non-classified positions is shown below.

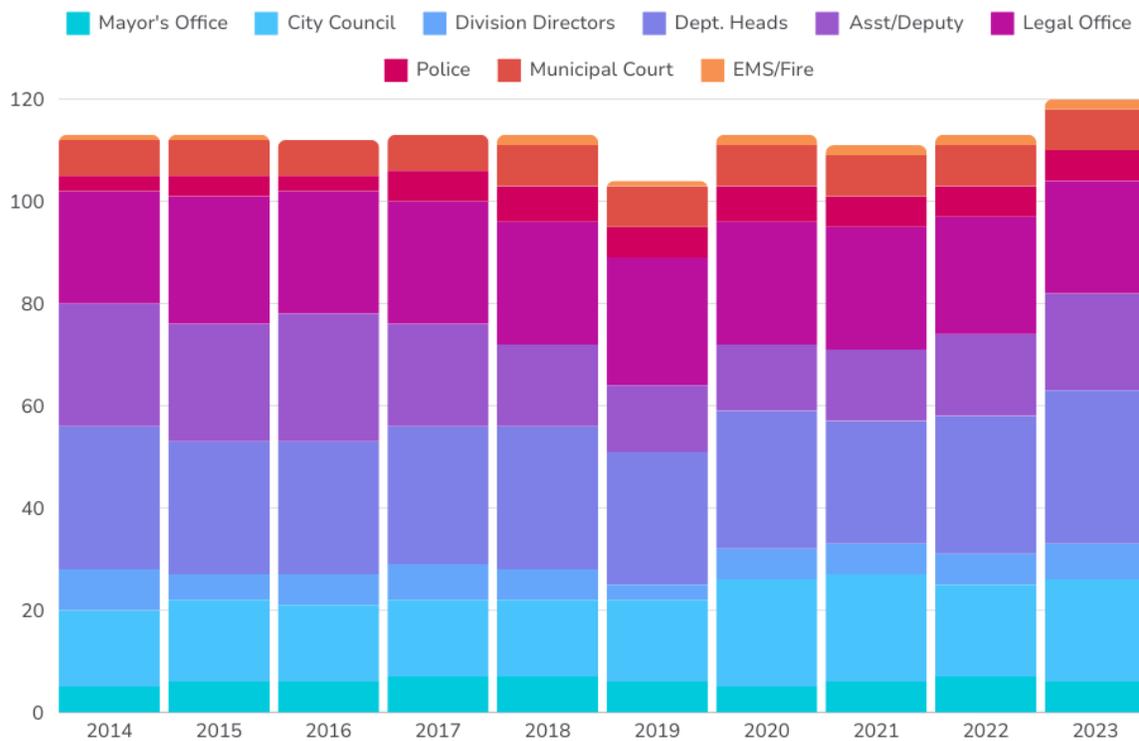
Permanent Non-Classified Employees by Year



Non-Classified Employees Continued...

Non-Classified Employees by Department

permanent employees; excludes library

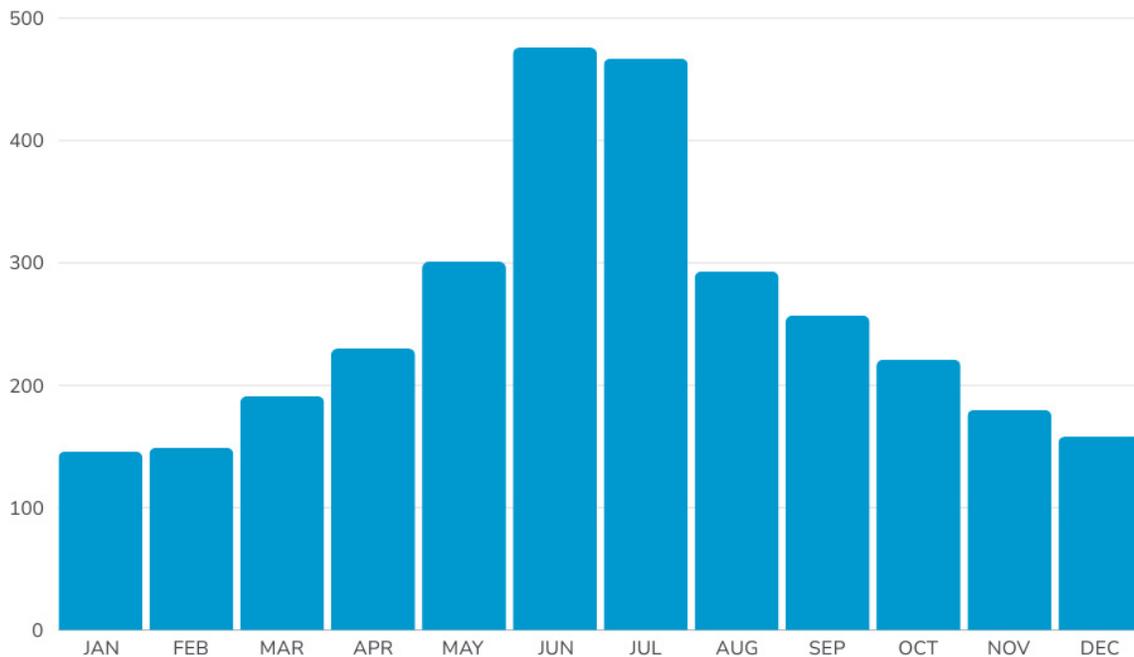


Non-Classified Employees Temporary & Seasonal

The City also employs temporary/seasonal employees throughout the year. These employees are not classified employees. The concern of the Civil Service Commission is to ensure temporary employees are not being used in lieu of permanent employees for year-round work. It can be useful, then, to look at the fluctuation through the course of a whole year to assess the seasonality.

Temp/Seasonal Employees

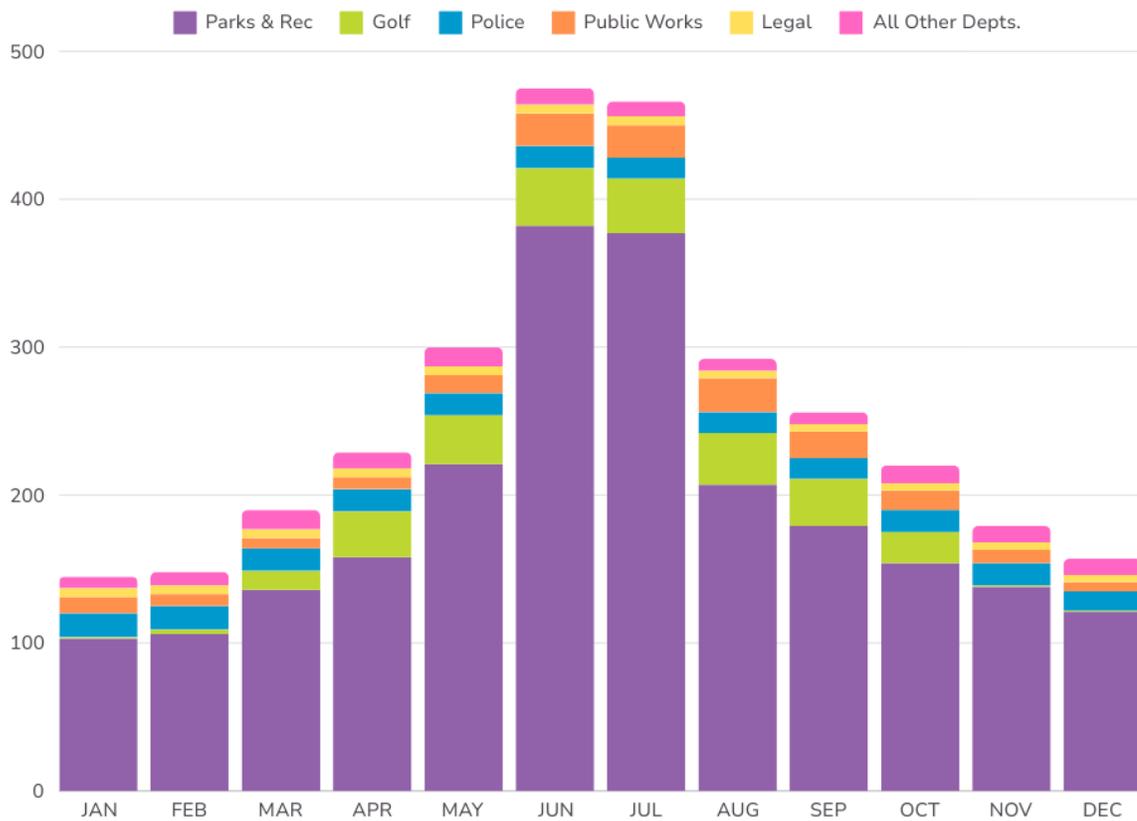
total active at month end; all departments except library



Employees Temporary & Seasonal Continued...

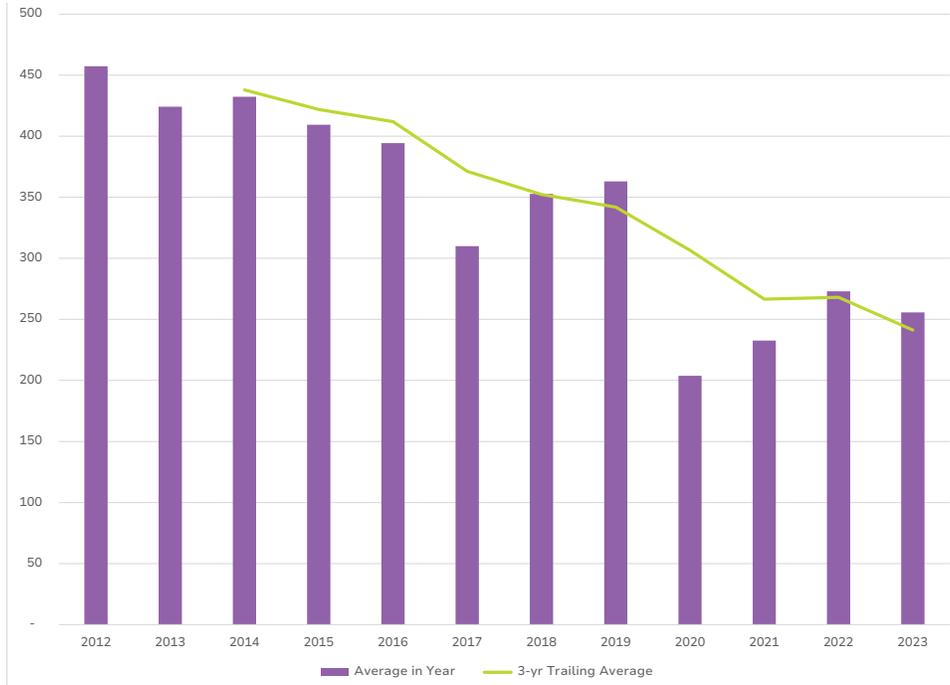
Monthly Temp/Seasonal Headcount

Year 2023



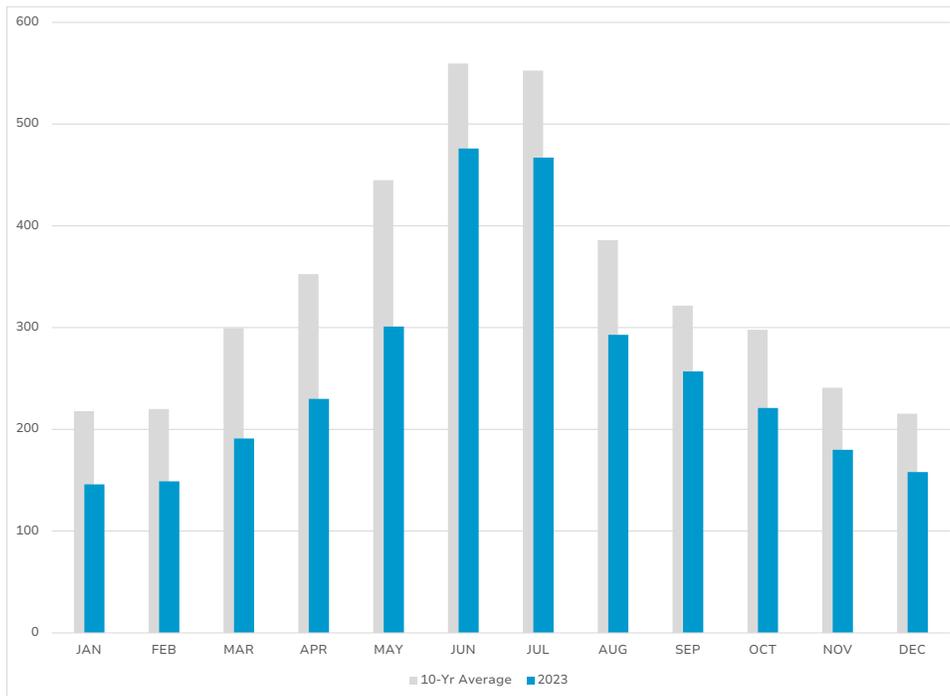
Average Temp/Seasonal Employees

Year-by-Year



Temp/Seasonal Employees by Month

2023 compared to 10-yr Averages



Website Analytics

MY.SPOKANECITY.ORG/JOBS | JAN 1 - DEC 31, 2023

City jobs are posted on the Governmentjobs.com website via NEOGOV. The My.SpokaneCity.org Career page displays a feed of these jobs, directing users through the City site before they access the actual job postings. The statistics below reflect numbers from the City Career Page at my.spokanecity.org/jobs.

In 2024, we began tracking job posting clicks through governmentjobs.com and are excited to share those statistics with you next year.

Where are users coming from?

1. Google/Organic - 50,233 views
2. Direct Link - 11,430 views
3. Bing - 5,963 views
4. Facebook Mobile - 5,727 views
5. Facebook Desktop - 2,401 views
6. Duck Duck Go - 821 views
7. LinkedIn - 783 views
8. Public Safety Testing - 750 views
9. Yahoo - 723 views
10. Twitter - 328 views

Career Page Views by City

1. Spokane - 24,040 views
2. Seattle - 19,099 views
3. Spokane Valley - 4,015 views
4. Not Set - 2,614 views
5. Coeur d'Alene - 939 views
6. Los Angeles - 939 views

Examinations

Under the City Charter, the Civil Service Commission has the duty of providing for open, free, and competitive examinations to test the relative fitness of applicants for all classified positions. Of growing importance today is the concept of openness in government. This is reflected both in legislation and in the interest shown by private citizens in the way their government operates. The City of Spokane is subject to audit by a variety of federal and state compliance agencies to assure adherence to such standards, including the Uniform Guidelines for Employee Selection Procedures.

Cooperation with departments is essential in determining the elements of a given job to be tested for, and in assessing the important duties and areas which may have an impact on those duties. Civil Service can be of assistance to departments in identifying possible areas of concern. The departments, from their knowledge, may assist us in locating sources of reference materials upon which to base examinations and whether the examination is of written, oral, training and experience evaluations, or performance. To a large extent, their cooperation is attributable to the department's awareness of the needs fulfilled and benefits derived from a high-quality examination process. This cooperation also adds an accountability element to the process which is critical.

Requisitions

Requisitions are the method that departments use to notify Civil Service of a vacancy with the intent to fill.

- There was a 21% decrease in approved requisitions in 2023.
- There was a 32% decrease in filled requisitions in 2023.

Requisitions Approved: 559

Requisitions Completed: 466

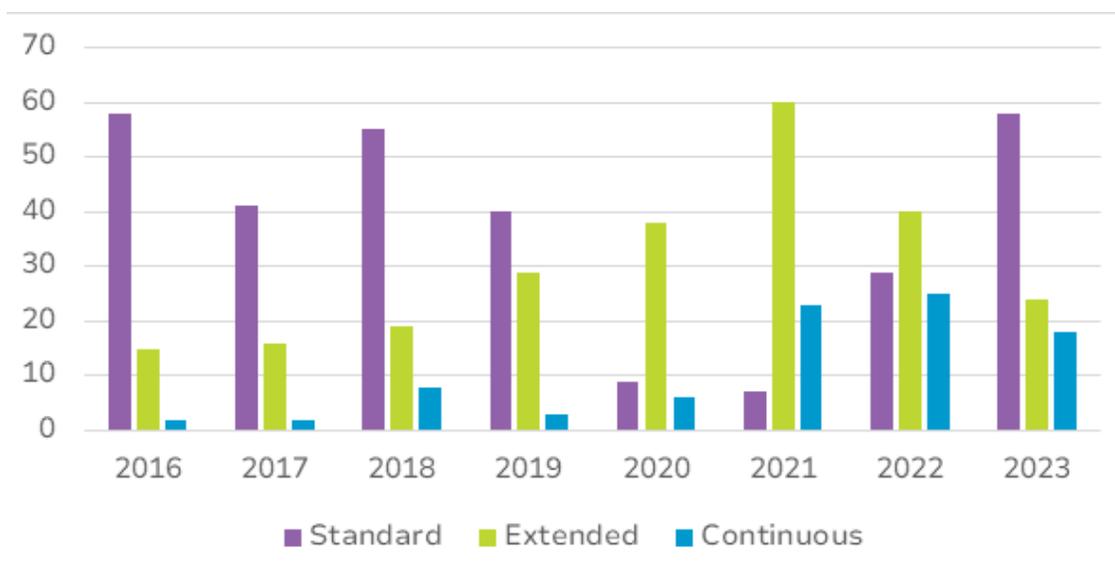
Eligible Lists & Timelines

Civil Service has established a goal to ensure that 100% of eligible lists to be maintained have a new eligible list ready to take effect as an existing list expires. This goal is not easily realized.

Eligible lists are exhausted at a much higher rate than in years past and the expectation is for this trend to continue. Many times, recruitments must be kept open continuously or must be re-opened multiple times during the year. This change decreases the number of regular, cyclic recruitments that can be done. As a result, it is not currently realistic to ensure 100% of expiring lists have a new list ready. Many promotional, internal eligible lists are also being exhausted more quickly as fewer internal candidates meet promotional requirements. To mitigate these issues, Civil Service offers shortage recruitments with alternative minimum qualifications.

Recruitment Period Length

Open-Entry



Standard = 2 weeks or less

Extended = More than 2 weeks, but less than 6 weeks

Continuous = 6 weeks or more

Turnover

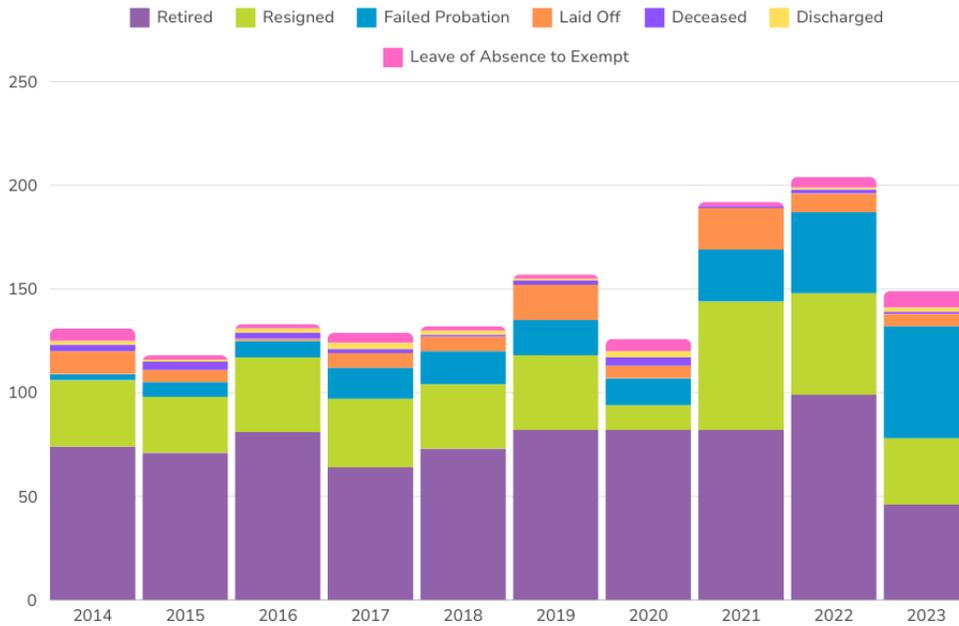
Employment turnover rates for an organization can indicate the degree of health or efficiency of that organization. The annual turnover rate among classified City employees has historically hovered around 6%, however the rate has been on the rise over the last 10 years. Turnover in 2023 saw the rate fall to 7.3%; higher than the historical average, but much less extreme than in recent years. Some interesting data include:

- Net increase in total employees with 271 hires against 149 separations.
- Resignations are down 35% year over year.
- Retirements are down 54% year over year, the lowest number since 2008.
- Historically, the 10-year trailing rate has hovered around 6%, but the last several years have seen it increase to the record highs of 2021 and 2022.
- The 7.3% turnover in 2023 is significantly lower than the prior two years.

The past several years has seen an increase in the turnover rate among all employees (classified and non-classified).

Turnover Causes

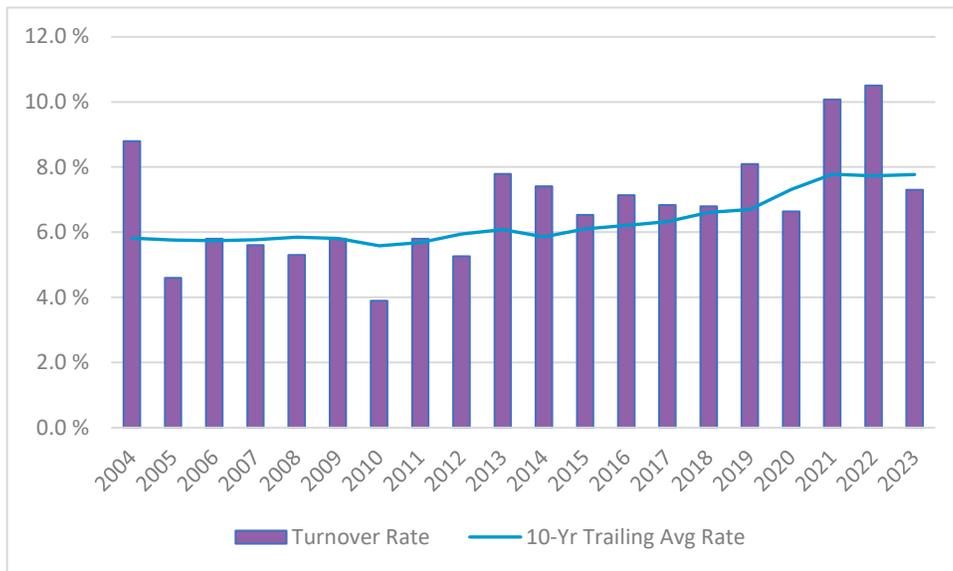
Classified Employees



The proportion of separations of any given separation reason fluctuates from year-to-year. This visualization shows the total separations and the proportion of that total each reason represents.

Turnover Rate

2004 - 2023



This chart shows the turnover rate for a given year (vertical bar) and tracks the 10-year trailing turnover rate (blue line).

Appeals & Complaints

It is the responsibility of the Spokane Civil Service Commission to investigate and pass upon any and all matters relating to the conditions of Civil Service employment with the City of Spokane. The Commission is also responsible for the investigation and determination of any claim by employees, on eligibility lists or in classified positions, who feel that they have been deprived of, or separated from, a position to which they are entitled under the provisions of the City Charter and the Rules of the Commission.

The Commission must also hear claims and complaints against certain types of administrative actions which are non-disciplinary in nature.

The following tables provide a summary of disciplinary actions and complaints/appeals to the Commission.

Disciplinary Actions

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Discharged	2	1	0	3	7	5	3	0	1	2
Suspended	4	0	6	4	14	13	9	4	2	7
Demoted	2	34	0	0	1	1	0	1	4	1
Total	8	35	6	7	22	19	12	5	7	10

Formal Appeals, Claims, and Administrative Complaints

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Filed	4	6	4	7	3	1	0	2	1	1
Withdrawn	0	2	1	2	0	0	0	0	2	0
Denied	3	4	2	4	0	1	0	2	4	1
Dismissed	**	**	**	1	2	0	0	0	7	10

Progress Report

Civil Service continues to work towards more efficient and effective processes, policies, and strategies to ensure a Civil Service system that meets the needs of this organization and supports employees throughout their careers.

Rule Review: For 22 months, a combined effort of both labor and management updated and revised the Merit System rules. The bulk of the Rule Review work was completed in 2023 by Civil Service and the Rule Review Committee. New rules will be presented to the Commission for adoption in 2024.

Test Genius Software: The software purchased in 2022 went live in August of 2023. With this new product, Civil Service staff will be better able to deliver safe, secure and professional tests in an online format. Test Genius also allows Civil Service staff to work on a robust, searchable, and efficient test item bank. This should allow for a variety of new types of testing in the future.

Classification and Test Plan: In 2023, Civil Service created, and the Commission adopted a new Senior classification for the department. This new Senior position will spend the first year continuing work on a comprehensive test and classification plan that ensures work is consistent across the department, high quality and defensible.

Marketing Plan: Marketing Coordinator Paxton Powell joined the Civil Service team in June of 2023. She began working on a dedicated recruiting website for Spokane Police and securing contracts with Indeed and LinkedIn. 2024 will see new recruiting videos, branding the department, attendance at local job fairs and building relationships with the community of Spokane.



Item 4C – Resolution 2024-07 – Chief Examiner Salary Review

Background

The Chief Examiner has requested a review of the current salary range for their position. The last salary review of this classification took place in 2011.

Commission action is required.