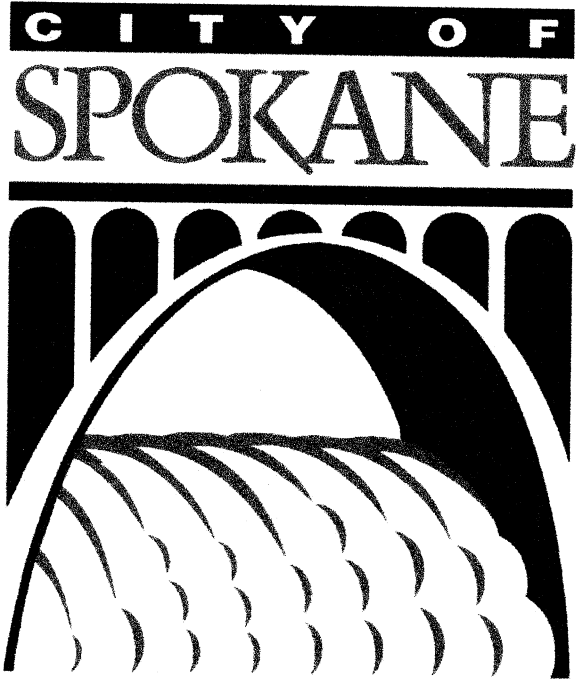


CIVIL SERVICE COMMISSION



**ANNUAL REPORT
2014**

**CITY OF SPOKANE
CIVIL SERVICE COMMISSION**

MISSION:

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**

Adopted November 16, 2010

April 21, 2015

Enclosed is your copy of the Civil Service Annual Report for 2014. Each year, this report is compiled to update you on staff activity. It will also help you to better understand the role of Civil Service in the hiring and advancement of City of Spokane employees. On behalf of the Civil Service Commission and Staff, I encourage you to review the report.

Included in the report are statistics related to:

1. Classification Actions
2. Positions Filled
3. Exempt Positions
4. Examinations
5. Requisitions
6. Eligible Lists
7. Progress
8. Employee Turnover
9. Appeals and Complaints
10. City Staffing Patterns

The Civil Service staff works to support City Charter-mandated functions as well as the Mission, Vision, and Values Statements adopted by the Civil Service Commission. Together, we assure the Citizens of Spokane that the most qualified applicants are equitably selected and retained.

Your input is important to us and we welcome the opportunity to discuss suggestions, recommendations and questions you may have.

Thank you for your support.

Very Sincerely,

A handwritten signature in black ink, appearing to read "Cheryl Beckett", with a long horizontal flourish extending to the right.

Cheryl Beckett,
Chair

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 city 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 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.

Present and previous Commissioners and their terms of office since the 1960 amendment to the City Charter and creation of the present independent Commission and form of Civil Service, are as follows:

Cheryl Beckett – Chair	Dec 2007 – Present (Term ends Dec. 31, 2016)
Elected Chair: March 2015	
Craig Hult.....	Mar. 2011 – Present (Term ends Dec. 31, 2018)
Elected Vice Chair March 2015	
Phyllis Gabel.....	Aug. 2008 – Present (Term ends Dec. 31, 2016)
Mark Lindsey	Jan. 2015 – Present (Term ends Dec. 31, 2018)
Kathryn Sewell.....	Mar 2015 – Present (Term ends December 31, 2018)
Thomas F. Meagher	Jan. 1961 - Nov. 1967
Peter Piper.....	Jan. 1961 - Mar. 1963
Dr. Robert Southcombe.....	Jan. 1961 - Mar. 1964
George E. Robey	Jan. 1961 - Mar. 1967
Verne D. Warren	Jan. 1961 - Dec. 1964
Robert M. Hardy.....	Sep. 1963 - Apr. 1965
William S. J. May.....	Apr. 1964 - Dec. 1970
Arthur M. Hansen	Jan. 1965 - Aug. 1984
John Edgar.....	Apr. 1965 - Dec. 1965
James E. Borg.....	Jan. 1966 - Mar. 1972
Jerome C. Kopet.....	Nov. 1967 - Nov. 1978
C. Grover Wilson.....	Dec. 1968 - Nov. 1978
Howard A. Anderson	Jan. 1971 - Dec. 1986
Elmer L. Bierly.....	Apr. 1972 - Jan. 1973
Richard A. Moser	Feb. 1973 - Jan. 1985
Frances N. Scott	Jan. 1979 - Dec. 1991
Seaton M. Daly, Jr.....	Feb. 1979 - Dec. 1986
Howard A. King.....	Sep. 1984 - Feb. 1986
O'Neil Vinson	Jan. 1985 - Nov. 1996
James E. Bates.....	Apr. 1986 - Sep. 1988
Paul P. Nolan.....	Jan. 1987 - Oct. 1987
Delphine Faison	Apr. 1987 - Jan. 1992
Douglas Amsbury.....	Oct. 1987 – Dec. 2002
Barry E. Ryan.....	Oct. 1988 - Mar. 1993
John M. Maurice	Dec. 1991 – Dec. 2007
Kate Quinn.....	Jan. 1992 - Apr. 2000
John Krall.....	Apr. 1993 - Apr. 1995
James L. Kirschbaum.....	Jan. 1995 – Sep. 2001
Ivan Bush.....	July 1997 - Dec. 2000
Carol Lawton	June 2000 – Dec. 2010
Gerald Saling	July 2001 – Dec. 2007
Robert Van Leuven	Mar. 2002 – Dec. 2006
Ronald Stanley.....	Aug. 2007 – Dec. 2010
Jim DeWalt.....	Feb 2011 – Dec 2014
Mary Doran	April 2003 – Dec 2014

Civil Service administrative staff consists of the Chief Examiner/Secretary, four Professional employees with an additional requested, an Office Coordinator and two Clerical employees.

CLASSIFICATION

In accordance with the City Charter, the Spokane Civil Service Commission is charged with the responsibility to classify all positions of the City with the exception of elective, appointive, and temporary/seasonal positions. Selection to such classified positions must be in conformance with Civil Service Commission Rules and Charter provisions.

As an organization ages and develops, the need for an equitable classification plan becomes imperative. Position classification looks at the position itself, not the individual employee currently doing the job. This approach helps provide position comparisons within the organization, determines the skills, knowledge and abilities needed, determines which job has a higher level of responsibilities, and indicates various relationships among different levels of work.

The information developed through the classification process is used by the Commission in its recruiting and selection procedures, by City Management in developing equitable pay plans, and by employees in preparing for promotion and career planning.

The following information will provide the Commission and other interested individuals with an overview of the work done by the Civil Service staff in the area of classification during the year 2014.

New Classifications adopted	30
Classifications deleted	6
Classifications reviewed and revised.....	47
Positions surveyed in depth	24
Classifications at year end	322
Classified positions filled at year end	1768

The Civil Service staff is systematically reviewing the Classification Plan with an objective of accomplishing a total review every two years.

For comparison purposes, and to depict the trend over the past ten years, the following charts are presented:

CLASSIFICATION ACTIONS

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classifications Beginning of Year	317	317	312	314	303	309	315	315	318	298
Classifications Added	3	4	4	5	6	7	6	6	11	30
Classifications Deleted	3	9	2	16	0	1	6	3	31	6
Classification Specs Reviewed & Revised	158	176	179	105	85	116	208	135	65	47
Total at Year End	317	312	314	303	309	315	315	318	298	322

Classification, continued:

POSITIONS FILLED

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classified positions filled at year end	1773	1778	1804	1872	1849	1874	1837	1807	1759	1768
Exempt Positions Filled Year End	97	95	96	104	115	118	115	106	104	113
Total Classified and Exempt City positions	1870	1873	1900	1976	1964	1992	1952	1913	1863	1881
Percent of Exempt to Total	5.2%	5.1%	5.1%	5.2%	5.9%	5.9%	5.9%	5.5%	5.6%	6.0%

See Appendix "A" for graphs of staffing patterns.

EXEMPT POSITIONS

The number of exempt positions indicated above is 113, including elected officials. Those exempt positions, excluding library personnel, are distributed as follows:

EXEMPT POSITIONS

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Mayor/Council	13	14	15	15	15	27	8/14*	7/13	7/14	5/15
Division Directors	4	5	5	5	3	3	3	5	5	8
Department Heads	31	28	28	28	31	29	32	20	29	27
Assist.Dept. Heads/Deputies	12	8	8	8	10	8	7	11	11	23
Legal Office	20	22	21	25	27	24	24	24	25	22
Uniformed Exempt	3	3	4	4	4	4	4	4	4	3
Solid Waste Facilities	1	1	1	1	2	2	2	2	2	2
Regional Transportation	12	13	13	16	15	13	13	11	-	-
Municipal Court					7	7	7	8	7	7
EMS	1	1	1	1	1	1	1	1	-	1
TOTALS	97	95	96	104	115	118	118	106	104	113

*For clarity, beginning in 2011, position totals for Mayor and Council are listed separately.

See Appendix "A" for graphs of staffing patterns.

RECRUITING

The Spokane Civil Service Commission is responsible for establishing and maintaining eligibility standards for all classified positions in the City work force and for recruiting qualified applicants to fill those positions. Fulfillment of the recruiting responsibility is accomplished through the use of the City's social media sites, the City internet website for posting job opportunity announcements, locally distributed job opportunity announcements, classified advertisements in newspapers, personal contact, attendance

Recruiting, Continued:

at community meetings and distribution of recruiting announcements to various local organizations concerned with assisting minorities, women, and the disadvantaged. Civil Service staff attends minority community organization meetings, as well as the Mayor's Advisory Council on Multicultural Affairs, several job fairs during the year, with application forms, business cards and a display board for City recognition. This personal citizen contact in the field is critical to the understanding of employment opportunities. To find applicants for highly technical and professional positions, we often advertise on targeted internet websites, as well as in targeted trade journals and publications. In 2014, we selected NEOGOV to provide cloud software for online recruitment and applications as well as advertising on governmentjobs.com. Implementation will begin in 2015.

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. It is reflected both in legislation and in the interest shown by private citizens in the way their government operates. Congress has expressed its concern that selection in the career service be based upon objective and equitable standards reflecting merit at all levels of government: Local, State, and Federal. The City of Spokane is subject to audit by a variety of Federal and State compliance agencies to assure adherence to such standards.

Cooperation with other departments is essential in determining the elements of the job to be tested for and in making an assessment of the important duties and the problem areas which may have an impact on those duties. We, from our experience, can be of assistance to departments in indentifying possible areas of concern. The departments, from their knowledge, may assist us in locating sources of reference materials upon which to base examinations whether the examination is of a written, oral, training & experience evaluation, or performance nature. Finally, the departments are of assistance in evaluating the selection instrument which is ultimately developed and are of assistance, many times, in its administration. To a large extent, their cooperation is attributable to the individual department's awareness of the needs fulfilled and benefits derived from a good examination process. This cooperation also adds an accountability element to the process in the area of test validity, which is critical. We have added multiple testing methods for greater validity for a number of classifications.

The following chart indicates the type and number of actions in the selection process during the past 10 years.

SELECTION PROCESSES

Year	Reqs. Rec'd	Recrmtms. Annc'd	Apps Rec'd	Exams Admin	Number Passed	New Hires	Promoted	Rehired	Transferred
2005	383	89	1777	301	1366	68	148	24	26
2006	342	84	2110	352	1294	122	144	8	25
2007	361	85	3346	384	2177	146	151	1	26
2008	374	84	2443	407	1604	151	173	1	30
2009	290	71	4923	605	3168	75	129	4	14
2010	267	62	2913	178	1813	93	155	2	13
2011	315	69	4862	654	3337	69	133	0	8
2012	188	52	2735	459	1554	63	64	1	6
2013	341	73	4289	356	2608	59	145	1	16
2014	429	77	2552	396	1393	144	150	4	29

ELIGIBLE LISTS

We have established a goal for a just-in-time approach when re-establishing eligible lists that are to be

Eligible lists, continued:

maintained continuously. The goal is 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, as a number of factors come into play, such as possible uncertainty on the part of the appointing officials as to whether a list will be needed, having current employees on laid off status, difficulty in obtaining exam subject-matter specialists, and high workloads for exam analysts due to reorganizations, new classifications, etc.

During 2014, 95% of eligible lists to be maintained had new eligible lists in effect as existing lists expired.

We have also established a goal for a maximum of eight weeks to establish eligible lists where the need for them was not known, including those required for newly adopted or reactivated classifications. The eight week goal includes approximately three weeks for examination development, two weeks for recruiting, and three weeks to administer the examination/establish an eligible list. This goal is not easily realized. With new or reactivated classifications, management and the bargaining unit must establish a salary range before a job announcement can be issued. Accordingly, the time to establish eligible lists for new/reactivated classes begins once the salary has been established.

REQUISITIONS

The following chart indicates actions in the requisition process. In the spring of 2010, the many time-consuming steps in the requisition process to fill positions were reviewed by stakeholders. As a result, many steps were removed, reducing the time it takes for a requisition to reach our office.

Our purpose and focus is to monitor the efficiency and effectiveness of Civil Service staff and the immediate document turnaround time. The table below shows that on average our handling of these documents has been reduced to less than one day, with the vast majority of requisitions certified on the day received. However, some requisitions are received unexpectedly, when no eligible list is in effect, increasing the average turnaround time. The last column reflects the number of days it takes from the time a department initiates a hire to the time a hire is made by the department.

2011 was the first full year of use for a new calculation procedure. The new procedure removes weekends and holidays from the calculation and provides a more accurate measure of the average working days involved in the process.

REQUISITIONS

Year	Req's Rec'd	Open	Promo	Average days from initiation to receipt	Average days from receipt to certification	Average days from certification to completion
2005	383	112	271	16.1	2.6	19.2
2006	342	143	199	19.9	3.1	21.4
2007	361	177	184	15.9	3.4	24.2
2008	374	162	212	21.7	4.1	19.1
2009	290	121	169	15.6	2.9	17.0
2010	267	89	171	9.3	2.2	11.5
2011	315	116	197	5.7	1.0	9.4
2012	188	73	115	7.6	0.4	10.2
2013	341	98	175	7.6	0.6	13.4
2014	429	140	159	5.0	.45*	12.7

* 98% of requisitions certified by Civil Service within 24 hours of receipt.

PROGRESS

Civil Service has been very pro-active in the technology needed to enhance Customer Service. The on-line employment application and submission process that was implemented during the first quarter of

Progress, Continued:

2006, has seen multiple and significant upgrades since that time. The vast majority of applications are now received through this system. Staff is currently working on the implementation of NEOGOV as well as continuous testing for public safety uniformed positions.

In late 2012, all of our older office computers were replaced with new, faster computers, that have updated software, and a new computerized exam grading machine was purchased to upgrade our exam analysis capabilities. These upgrades continue to provide dividends in productivity.

Information regarding the Civil Service system continues to be available on the City Website. This includes:

- Classifications currently open for application, and choice of online/downloadable application form
- Civil Service informational/recruiting video
- Firefighter Physical Agility Examination Training Video
- Mission, Vision, and Values Statements
- Most frequently asked questions
- General Information for Applicants including Equal Employment Opportunity statement
- Civil Service Commission information, including names and terms of Commissioners
- Civil Service Commission meeting information including agendas and minutes
- Civil Service Rules
- Civil Service Budget and Business Plan
- Annual Report

The Human Resources Department is in the process of implementing an automated pilot Performance Review (PAR) program that was approved by the Commission. Without objective and accurate evaluations of past performance, preparation for promotion, and potential for success in the higher classification, rankings on promotional eligible lists have the potential to be less accurate. Staff continues to be interested in meeting with the parties in order to ensure that the promotional examination process remains based upon merit principles, and continues to improve

TURNOVER

Employment turnover rates for an organization can indicate the degree of health or efficiency of that organization. Turnover rates may also be used in replacement planning. High turnover may usually, but not always, indicate a problem, such as morale, compensation, or working conditions. The turnover rate in the City has been relatively low. Over the past 10 years the average rate has been about 5.7%. Higher percentages are noted for 2013 and 2014 due to more retirements. The turnover for exempt employees was 25.3% for 2014. Below are the turnover statistics for classified positions for the past 10 years.

TURNOVER

Year	Retire	Death	Laid-Off	Fail Probation	Discharge	Resign	Total	Rate
2005	46	3	7	3	2	26	87	4.6%
2006	53	2	1	11	2	41	110	5.8%
2007	52	3	6	6	0	40	107	5.6%
2008	46	4	14	17	2	17	100	5.3%
2009	74	3	9	10	3	9	108	5.8%
2010	38	2	12	10	0	11	73	3.9%
2011	74	4	8	6	2	12	106	5.8%
2012	49	1	20	3	1	21	95	5.3%
2013	85	4	16	3	1	28	137	7.8%
2014	74	3	11	3	2	32	125	7.1%

APPEALS AND 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 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 table provides details of disciplinary actions and complaints/appeals to the Commission.

	DISCIPLINARY ACTIONS				COMPLAINTS/APPEALS RECEIVED			
	Dischg	Suspend	Demoted	Total	Filed	W/drawn	Upheld	Denied
2005	2	16	1	19	8	4	0	4
2006	2	8	2	12	4	1	1	2
2007	0	9	2	11	1	0	0	0
2008	2	10	1	15	1	0	0	1
2009	3	8	1	12	4	0	1	2
2010	0	10	1	11	4	0	0	5
2011	2	9	0	11	4	0	1	2
2012	1	6	0	7	2	1	0	2
2013	1	14	0	15	2	0	1	1
2014	2	4	2*	8	5*	0	0	4

- Of demotions, 2 were disciplinary (reported), 24 were voluntary demotions and 16 were in lieu of layoff.
- Of five complaints one regarding the Integrated Medical Services position is pending.

APPENDIX "A"

CITY STAFFING PATTERNS

The following graphs illustrate the staffing patterns discussed in this report.

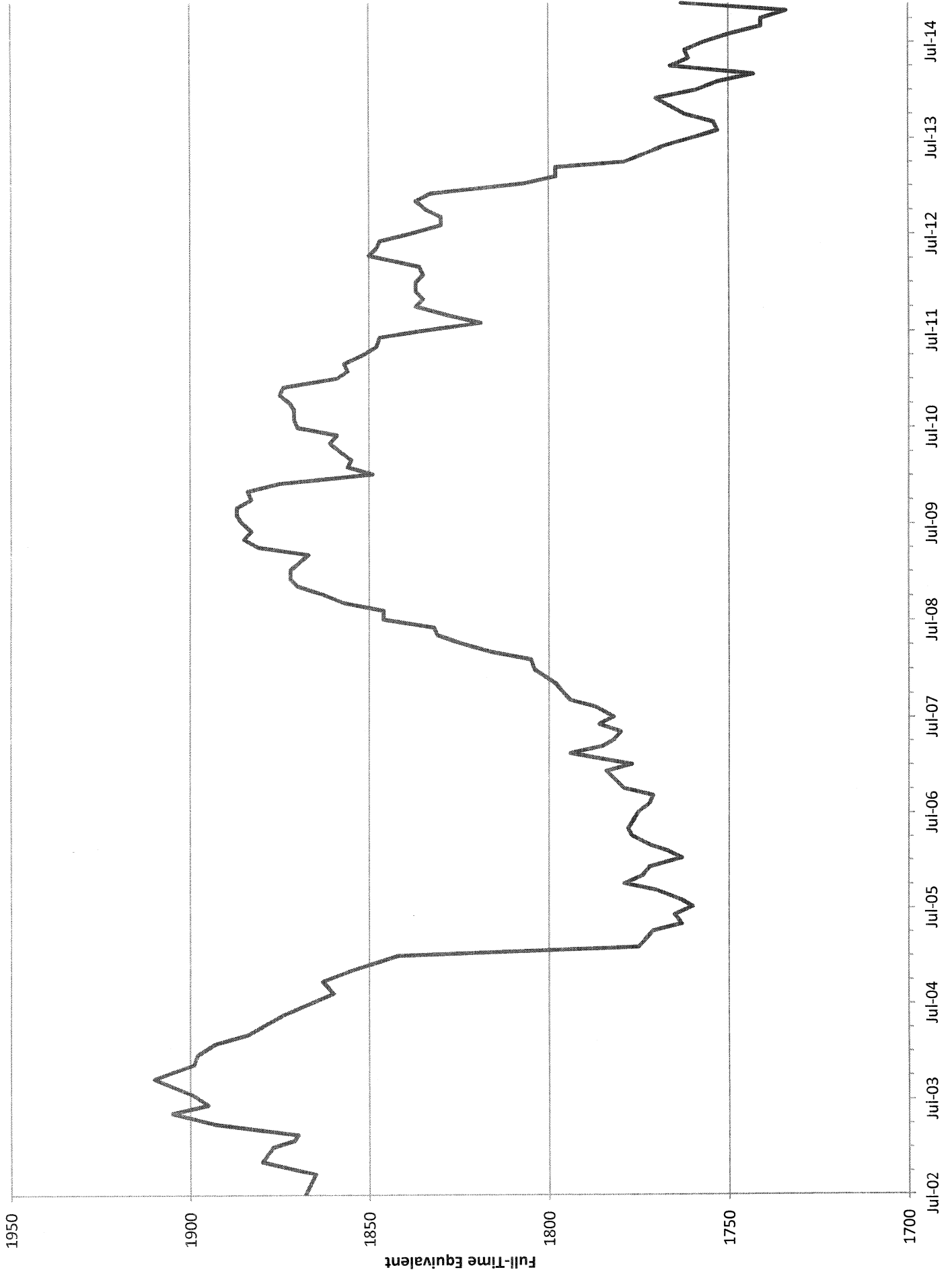
The first graph illustrates the history of Civil Service classified employment over the past several years.

The second graph illustrates the history of exempt (appointive) employment, including elected officials, over the past several years.

The final graph indicates the usage patterns of Temporary/Seasonal (T/S) employees over the past several years. For the purpose of clarity, the number of hours worked by T/S employees has been converted into full-time equivalent positions by dividing the total hours worked per pay period by the standard 80 hours. The actual number of T/S employees is considerably higher than indicated by the full-time equivalent figures. For example, the total number of T/S employees shown in active status at year-end was 193

While Civil Service does not play a role in the hiring and termination of Temporary/Seasonal employees, our staff does monitor usage patterns and hours worked by such employees in an attempt to ensure positions are properly classified. Civil Service staff determines the proper classification for, and classifies, positions that are not of a temporary or seasonal nature. Beginning in late, 2014, by concurrence of management and labor, the project committee has begun regular discussions on creating adequate reports in PeopleSoft to more effectively track temporary seasonal as well as project employees.

Classified Employees



Exempt Employees

