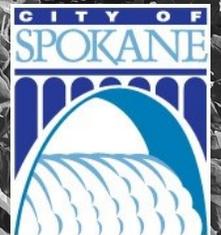




CIVIL SERVICE COMMISSION ANNUAL REPORT

2016

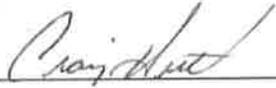


RESOLUTION

BE IT RESOLVED BY THE CIVIL SERVICE COMMISSION that the Annual Report for 2016 prepared and presented by staff is accepted

DATED, at Spokane, Washington, this 18th day of April, 2017.

CIVIL SERVICE COMMISSION



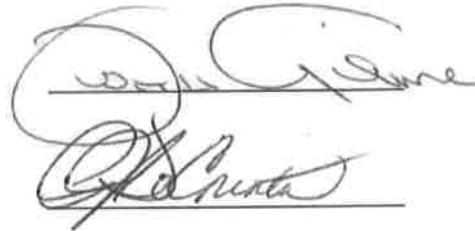
Chair

Vice Chair

Attest:



CHIEF EXAMINER



CITY OF SPOKANE

CIVIL SERVICE COMMISSION

ANNUAL REPORT

2016

CIVIL SERVICE COMMISSION

Craig Hult, Chair
Mark Lindsey, Vice Chair
Pam DeCounter
Judith Gilmore
Kathy Sewell

COMMISSION STAFF

Gita George-Hatcher, Chief Examiner
Jeri Bjork, Examination & Classification Analyst III
Bryan Sullivan, Examination & Classification Analyst III
Nicole Goes, Examination & Classification Analyst III
Ken Hoekema, Examination & Classification Analyst III
Barbara Ackermann, Examination & Classification Analyst II
Crystal Rodgers, Office Coordinator
Kelsey Pearson, Clerk III
Kim Richards, Clerk II

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April 18, 2017

Mayor David Condon
City of Spokane

Dear Mayor Condon,
Greetings from the Civil Service Commission.

Enclosed is your copy of the Civil Service Annual Report for 2016. 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.

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,



Craig Hult

Chair

April 18, 2017

Dear Civil Service Commissioners,

The staff of the City of Spokane's Civil Service Commission is honored to present you with the Civil Service Annual Report for 2016. The report provides information on the efforts and strides we have made this year in fulfillment of the City Charter as mandated by the citizens of Spokane.

Included in the report are statistics related to:

- Classification
- Positions Filled
- Exempt Positions
- Examinations
- Eligible List.
- Requisitions
- Appeals and Complaints
- Employee Turnover
- Progress
- City Staffing Patterns

A list of the accomplishments for 2016 is also provided. In addition, we have included information on applications, certifications and hires this past year. We hope to add even more information to this report in future years in order to report on, diligently monitor and continuously undertake measures to improve our processes and customer service while fulfilling the goal of hiring the best qualified candidates for City employment. We continue to remain committed to equity, diversity, non-discrimination, inclusion, and working cooperatively with city administration towards making the City of Spokane truly an Employer of Choice.

I thank you for your commitment to the City of Spokane and for your continued support.

Sincerely,



Gita S. George-Hatcher

Chief Examiner

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 and Merit Principles



HIGHLIGHTS OF 2016

- Working cooperatively with the office of the Mayor and Human Resources, conducted the first ever city sponsored career fair.
- Participated in the 21st Century Workforce Committee initiated by the Office of the Mayor.
- Produced new recruitment video with assistance from the Department of Communications.
- Created a Diversity Recruitment Committee to provide guidance with recruitment efforts.
- Continued participation on the Mayor's Advisory Committee on Multicultural Affairs.
- Convened the Rule Review Committee.
- Conducted detailed study of all classifications in two major departments, and created appropriate classifications with logical lines of progression.
- Created a new internal website (SharePoint) for Civil Service in order to enhance customer service and provide information on our services, processes and timelines.
- Conducted random survey of test takers to determine applicant perspectives of our processes and tests and to ensure continuous evaluation and improvement.
- Revised task assignment methodology to ensure greater efficiency and quicker turnaround times.
- Implemented cloud based program to track language in Civil Service recruitment announcements, ensure inclusivity and evaluate improvements in diversity of the applicant pool.
- Working cooperatively with Public Safety Testing, provided Recruitment Strategies workshop for public safety positions, attended by Civil Service, Human Resources and Police Department staff.
- Updated recruitment display equipment and materials; attended several recruitment events.
- Refurbished all furniture in the Civil Service Test Room in order to create a more accommodating environment.
- Reduced copying costs associated with test materials by entering into a copier lease.

THE COMMISSION MEMBERS

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 Commission:

CRAIG HULT, CHAIR, MAYORAL APPOINTEE

March 2011—Present (Term Ends December 31, 2018)

MARK LINDSEY, VICE CHAIR, UNIFORMED EMPLOYEE GROUPS APPOINTMENT

January 2015—Present (Term Ends December 31, 2018)

KATHRYN SEWELL, COMMISSION APPOINTMENT

March 2015—Present (Term Ends December 31, 2018)

JUDITH GILMORE, CIVILIAN EMPLOYEE GROUPS/SERS BOARD APPOINTMENT

September 2016—Present (Term Ends December 31, 2020)

PAM DECOUNTER, MAYORAL APPOINTEE

January 2017—Present (Term Ends December 31, 2020)

55 YEARS OF CIVIL SERVICE COMMISSIONERS

COMMISSIONER	TERM OF SERVICE	MAYOR
Thomas F. Meagher	Jan. 1961 - Nov. 1967	Neal Randolph Fosseen
Peter Piper	Jan. 1961 - Mar. 1963	Neal Randolph Fosseen
Dr. Robert Southcombe	Jan. 1961 - Mar. 1964	Neal Randolph Fosseen
George E. Robey	Jan. 1961 - Mar. 1967	Neal Randolph Fosseen
Verne D. Warren	Jan. 1961 - Dec. 1964	Neal Randolph Fosseen
Robert M. Hardy	Sep. 1963 - Apr. 1965	Neal Randolph Fosseen
William S. J. May	Apr. 1964 - Dec. 1970	Neal Randolph Fosseen
Arthur M. Hansen	Jan. 1965 - Aug. 1984	Neal Randolph Fosseen
John Edgar	Apr. 1965 - Dec. 1965	Neal Randolph Fosseen
James E. Borg	Jan. 1966 - Mar. 1972	Neal Randolph Fosseen
Jerome C. Kopet	Nov. 1967 - Nov. 1978	David H. Rodgers
C. Grover Wilson	Dec. 1968 - Nov. 1978	David H. Rodgers
Howard A. Anderson	Jan. 1971 - Dec. 1986	David H. Rodgers
Elmer L. Bierly	Apr. 1972 - Jan. 1973	David H. Rodgers
Richard A. Moser	Feb. 1973 - Jan. 1985	David H. Rodgers
Frances N. Scott	Jan. 1979 - Dec. 1991	Ron Bair
Seaton M. Daly, Jr.	Feb. 1979 - Dec. 1986	Ron Bair
Howard A. King	Sep. 1984 - Feb. 1986	James Everett Chase
O'Neil Vinson	Jan. 1985 - Nov. 1996	James Everett Chase
James E. Bates	Apr. 1986 - Sep. 1988	Vicki McNeill
Paul P. Nolan	Jan. 1987 - Oct. 1987	Vicki McNeill
Delphine Faison	Apr. 1987- Jan. 1992	Vicki McNeill
Douglas Amsbury	Oct. 1987 - Dec. 2002	Vicki McNeill
Barry E. Ryan	Oct. 1988 - Mar. 1993	Vicki McNeill
John M. Maurice	Dec. 1991 - Dec. 2007	Sheri S. Barnard
Kate Quinn	Jan. 1992 - Apr. 2000	Sheri S. Barnard
John Krall	Apr. 1993 - Apr. 1995	Sheri S. Barnard
James L. Kirschbaum	Jan. 1995 - Sep. 2001	Jack Geraghty
Ivan Bush	July 1997 - Dec. 2000	Jack Geraghty
Carol Lawton	June 2000 - Dec. 2010	John Talbott
Gerald Saling	July 2001 - Dec. 2007	John Powers
Robert Van Leuven	Mar. 2002 - Dec. 2006	John Powers
Mary Doran	Apr. 2003 - Dec. 2014	John Powers
Ronald Stanley	Aug. 2007 - Dec. 2010	Mary Verner
Jim DeWalt	Feb. 2011 - Dec. 2014	Mary Verner
Cheryl Beckett	Dec 2007 - Jun 2016	Mary Verner
Phyllis Gabel	Aug. 2008 - Dec 2016	Mary Verner

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 are 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 helps to provide position comparisons within the organization, determine the skills, knowledge and abilities needed, determine the level of responsibilities, and relationships among different levels of work. As of December 31, 2016, the Classification Plan is in the process of being edited and updated. The information developed through the classification process is used by Civil Service in its recruiting and selection procedures, and by City Administration in developing equitable pay.

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 2016.

Classifications deleted.....20
 Classifications reviewed and revised.....88
 Positions surveyed in depth..... 44
 Classifications at year end347
 Classified positions filled at year end..... 1864

Civil Service staff attempts to systematically review each job classification with an objective of accomplishing a total review of each classification specification every two years. For comparison purposes, and to depict the trend over the past ten years, the following charts are presented:

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Classifications Beginning of Year	312	314	303	309	315	315	318	298	322	340
Classifications Added	4	5	6	7	6	6	11	30	26	27
Classifications Deleted	2	16	0	1	6	3	31	6	8	20
Classifications Reviewed/Revised	179	105	85	116	208	135	65	47	57	88
TOTAL AT YEAR END	314	303	309	315	315	318	298	322	340	347

FILLED POSITIONS CLASSIFIED AND EXEMPT

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Classified	1804	1872	1849	1874	1837	1807	1759	1768	1808	1864
Exempt	96	104	115	118	115	106	104	113	113	113
Total All	1900	1976	1964	1992	1952	1913	1863	1921	1921	1977
Percent of Exempt to Total	5.1%	5.2%	5.9%	5.9%	5.9%	5.5%	5.6%	6.0%	5.9%	5.7%

Graphs of Staffing Patterns are provided in Appendix "A."

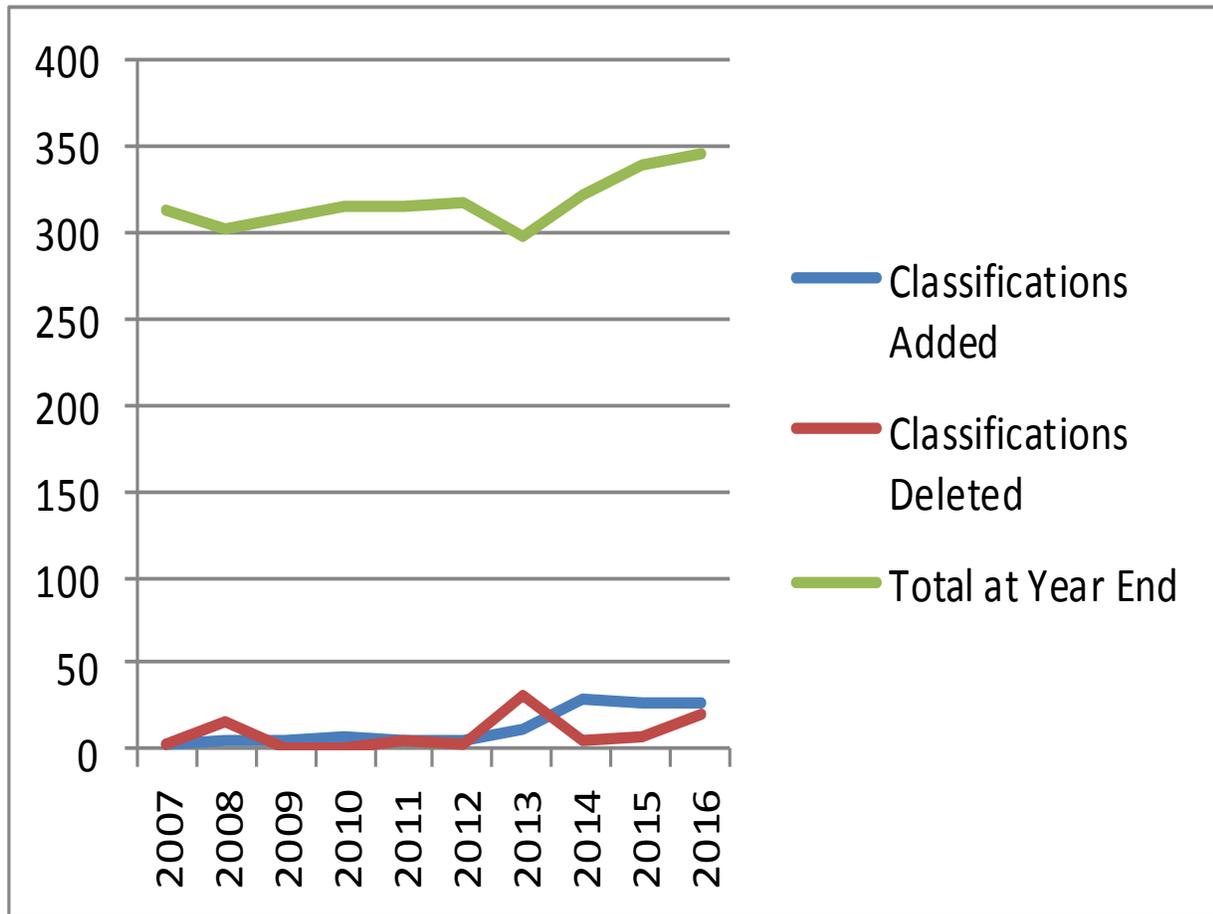
DETAIL OF EXEMPT POSITIONS

The number of exempt positions indicated above is 113, including elected officials. Those exempt positions , excluding library positions, are distributed as follows, with the asterisk in 2011 indicating separation between the Mayor and Council Offices:

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Mayor/Council	15	15	15	27	8/14*	7/13	7/14	5/15	6/16	6/16
Division Directors	5	5	3	3	3	5	5	8	5	6
Department Directors	28	28	31	29	29	20	29	27	25	25
Ass. Department Heads/Deputies	8	8	10	8	8	11	11	23	21	22
Legal Office	21	25	27	24	24	24	25	22	25	24
Uniformed Exempt	4	4	4	4	4	4	4	3	4	3
Solid Waste Facilities	1	1	2	2	2	2	2	2	3	4
Regional Transportation	13	16	15	13	13	11	-	-	-	-
Municipal Court	-	-	7	7	7	8	7	7	7	7
EMS	1	1	1	1	1	1	-	1	1	-
TOTALS	96	103	115	118	113	106	104	113	113	113

CLASSIFICATION CHART

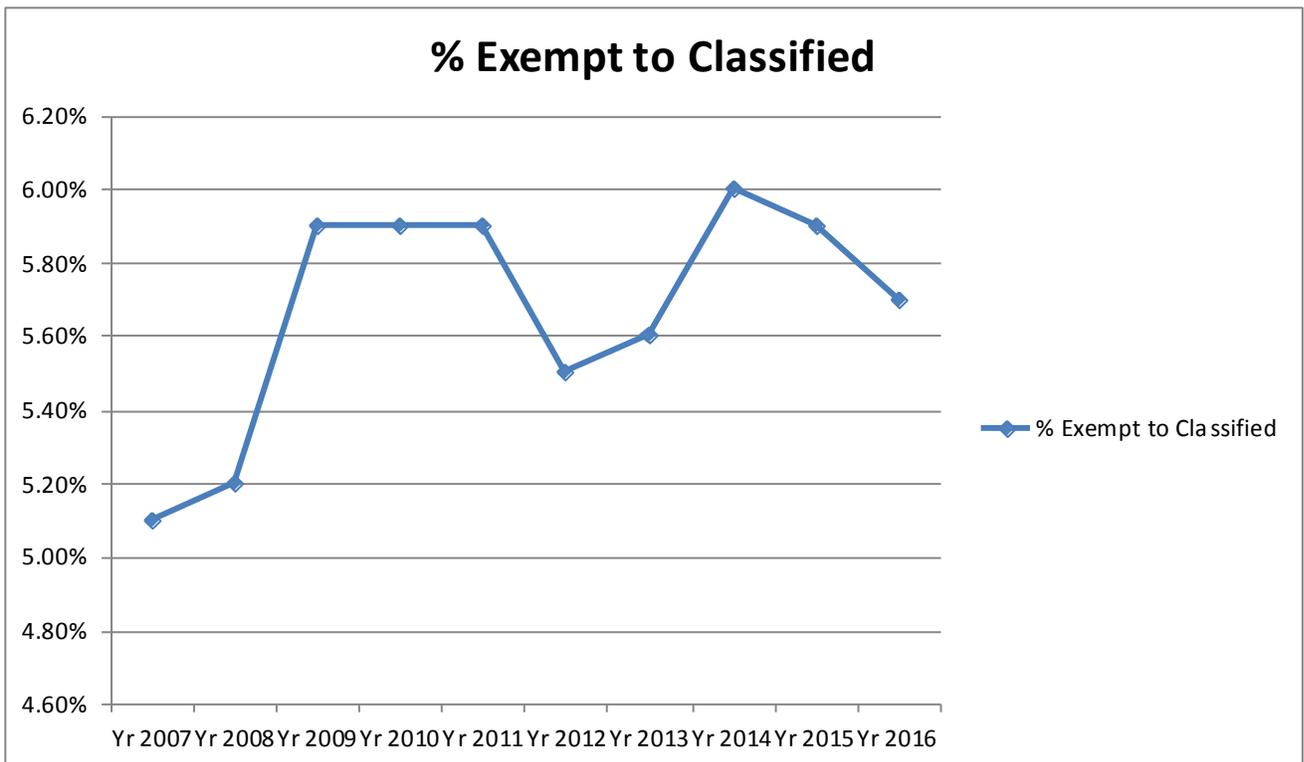
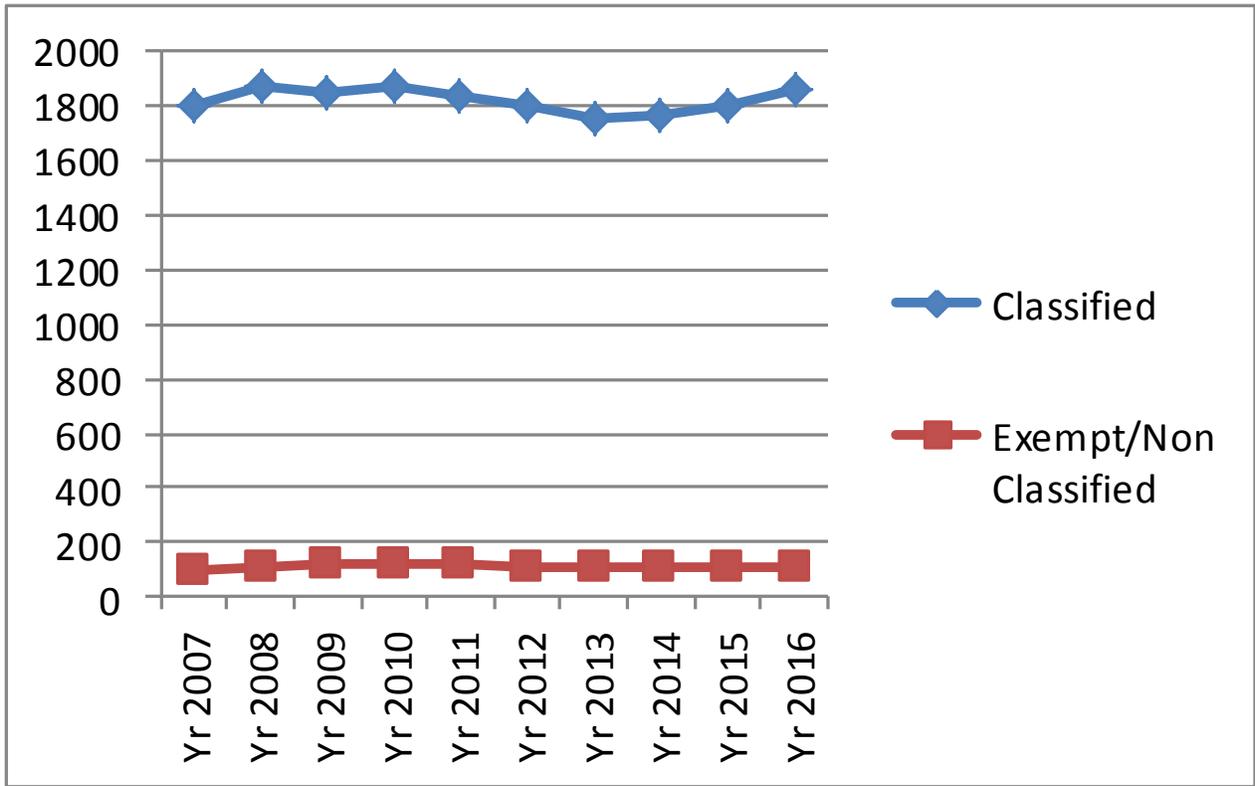
Ten-year history of classification actions:



Each classification is required to be reviewed every two years and expiring lists also replaced every two years. Thus, the number of classifications dictates the schedule and number of classification reviews and tests to be conducted each year. In some cases, classifications are single incumbent classifications due to the nature of work needing to be performed. However, classifications are not individual job descriptions, and guidance and consultation services are provided to department heads and hiring officials on a case by case basis so that when new classifications are contemplated and developed, their utility throughout the City is also analyzed as much as possible.

The SharePoint site for Civil Service provides forms and information to hiring officials when requesting new classifications or reclassifications.

CLASSIFIED & EXEMPT FILLED POSITIONS CHART



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 NEOGOV, governmentjobs.com, the City’s social media sites, the City Internet website for posting job announcements, newspapers, other specialized professional publications and websites as appropriate, personal contact, attendance at community meetings, and physical and email distribution of recruitment announcements to various local organizations concerned with assisting minorities, women, veterans, persons with disabilities and disadvantaged populations. Civil Service staff also participates on the Mayor's Advisory Council on Multicultural Affairs and attends job fairs both general and targeted, during the year. At the job fairs, staff is prepared with updated recruitment brochures providing information on the application process, the annual recruitment calendar, business cards and an updated 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 work with the departments to advertise on targeted Internet websites, as well as in targeted trade journals and publications. Additionally, with assistance from the Communications Department, we have significantly increased our presence on social media with job posts on the City of Spokane branded social media pages.

On Twitter, the City’s postings were viewed by 131,951 people with 1,906 engagements. Facebook generated 96,724 contacts and 1,052 engagements.



Looking for a job? Work for @SpokanePD!
bit.ly/1NzpCKC @PublicSectorWA



Top Tweets—Job Fair, (23,051 hits with 50 engagements); Firefighter Recruitment (4,409 hits with 51 engagements)

Top Facebook Posts— Job Fairs, (5,444 hits with 463 engagements); Firefighter Recruitment (5,217 hit with 478 engagements)



Work for [@SpokaneFire](#)! Firefighter position now open (\$39k - \$78k salary) bit.ly/1O8Q0fs [#SpokaneJobs](#)



DIVERSITY

In 2014, diversity of the City’s classified workforce, measured as a total of all those who identified with an ethnic group other than White/Caucasian/Non-Hispanic, was at approximately 6%. By the end of 2016, the percentage had increased to 8.15%. There is still work to be done in cooperation with city administration and city departments to develop relationships with the local school districts, community and four-year colleges to encourage long term career interest in municipal government and fields that are hard to recruit for; complementing the efforts already being made by Civil Service with respect to targeted recruitment of populations underrepresented in the City’s workforce.

In 2016, Civil Serviced commissioned a hiring analysis study to evaluate applications, certifications and hires in 2016. The study is currently in process.

In December 2016, we initiated the use of recruitment language analysis software to increase inclusivity for gender and diversity, the results of which will be evaluated at the end of 2017.

The table below shows preliminary overall application, certification and hires information for classified positions in 2016. Detailed hiring data for 2016 is in the process of being collected and analyzed. The percentages below are summary figures only and show the certification rates compared to applications rates for each group, and the hire rates compared to the certification rates for each population group. We are looking forward to HR or the Office of Equity completing a study on the City’s Workforce and Utilization Analysis in order to address targeted recruitment needs.

	FUNCTION	FUNCTION	FUNCTION	FUNCTION
	CIVIL SERVICE	CIVIL SERVICE	DEPARTMENTS	DEPARTMENTS
	APPLICATIONS	CERTIFICATIONS	HIRES	% HIRE RATE
TOTAL MALE	2,548	1,018 (39%)	165	16%
TOTAL FEMALE	1,360	409 (30%)	61	14.9%
TOTAL - DID NOT IDENTIFY	440	391 (88%)	112	28%
AMERICAN INDIAN/ NATIVE ALASKAN	42	11 (26%)	5	45%
ASIAN	112	42 (37.5%)	8	19%
AFRICAN AMERICAN	114	19 (16.6%)	1	5.2%
HISPANIC	230	50 (21.7%)	11	22%
NATIVE HAWAIIAN/ PACIFIC ISLANDER	24	5 (20.8%)	1	20%
WHITE/NON HISPANIC	3,245	1,239 (38%)	189	15.25%
PERSONS WITH DISABILITIES	235	93 (39.5%)	8	8.6%
VETERANS	467	214 (45.8%)	26	12.1%

Diversity and inclusion are ongoing efforts



WATCH THE CITY OF SPOKANE'S RECRUITMENT VIDEO.

(Visit either of the two links below)

<https://vimeo.com/161548801>

<https://www.youtube.com/watch?v=lx4FSpJpK7k>

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 also continued to support the concept that selection in the government 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 including the Uniform Guidelines for Employee Selection Procedures. Cooperation with other departments and job analysis is essential in determining the elements of a given job to be tested for, and in making an assessment of the important duties and areas which may have an impact on those duties. Civil Service has the relevant expertise to be of assistance to departments in providing expertise on types of testing. Departments assist us in locating sources of reference materials upon which to base examinations whether the examinations are written, oral, training & experience evaluations, oral boards or performance related. Finally, the departments are of assistance in evaluating the selection instrument which is ultimately developed. Subject Matter Experts for test development are designated by both labor and management.

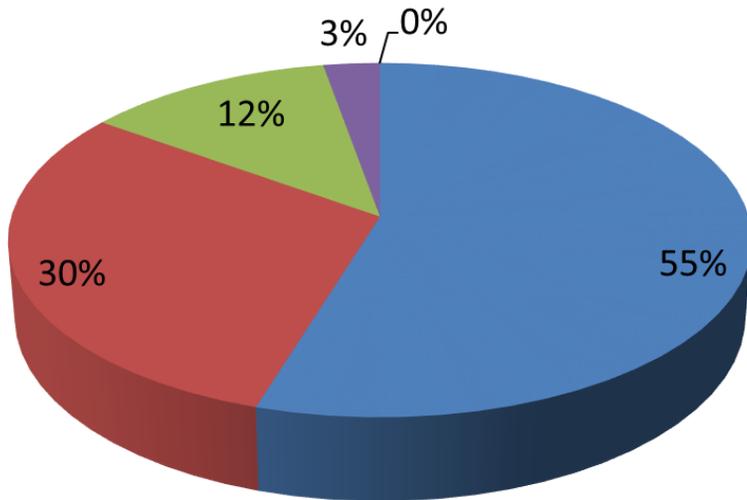
We use multiple testing measures on certain jobs and a standard abbreviated job content validation process for each position being recruited for, pending a full validation, that is attested to by the Subject Matter Experts and the applicable Analyst. As a result we have been able to ensure that the questions on each test are based upon the job content. We also regularly conduct reliability analysis on each of the test questions and set meaningful pass/cutoff scores on tests, thus complying with Civil Service rules while still safeguarding against discrimination. We regularly see requests from departments requesting a higher than entry level step to be paid to their new hires due to the high caliber of the selected candidates which is a reflection of our recruitment, screening and testing process.

We are continuing to utilize Public Safety Testing, Inc. for the testing of entry level Public Safety positions, i.e. Firefighter and Police Officer and work with the departments to make sure that qualifications are kept updated, lists are refreshed as needed and work with them on their academy schedules to ensure that their hiring needs are met on a timely basis. These tests are validated tests. PST Inc. also conducts for the City, the Fire physical agility test using the nationally accredited and validated Candidate Physical Ability Test which has the endorsement of the International Association of Fire Chiefs and the International Association of Firefighters. Additionally, as a result of the contract with PST, the City is protected from discrimination claims pertaining to use of the test administered by PST.

In 2016, a random survey of test-takers was administered in order to assess our recruitment and testing procedures, and content for continuous improvement. These surveys are ongoing and conducted on a random basis. The attached charts show the results of the initial survey conducted in 2016.

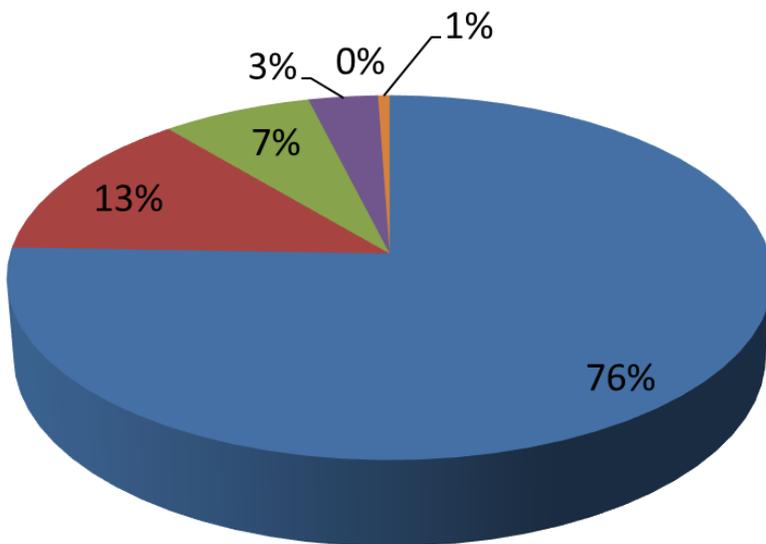
TEST TAKER SURVEY

How would you rate the application process?



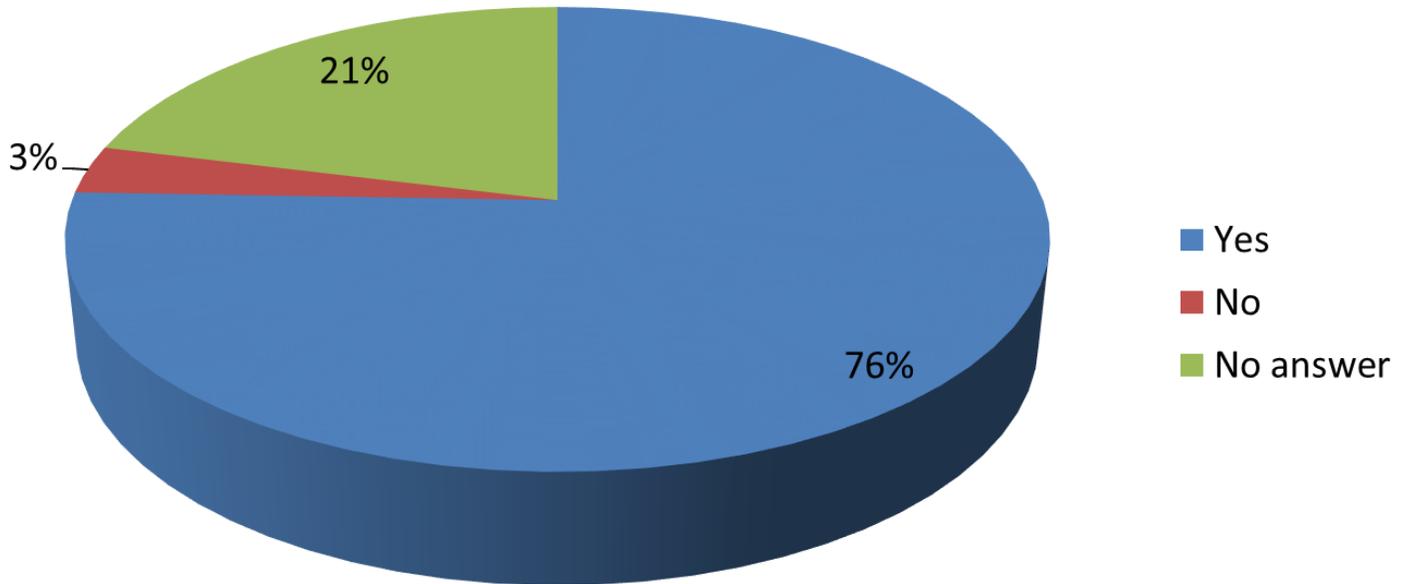
- Fantastic! It was simple and issue-free!
- Good! I had no issues, but it was a bit complicated.
- Okay. It was exactly as expected.
- Bad. I had trouble applying, but I managed with assistance from Civil Service.
- Terrible. It was extremely frustrating, and I will not apply again.

How would you rate the ease of scheduling your examination?

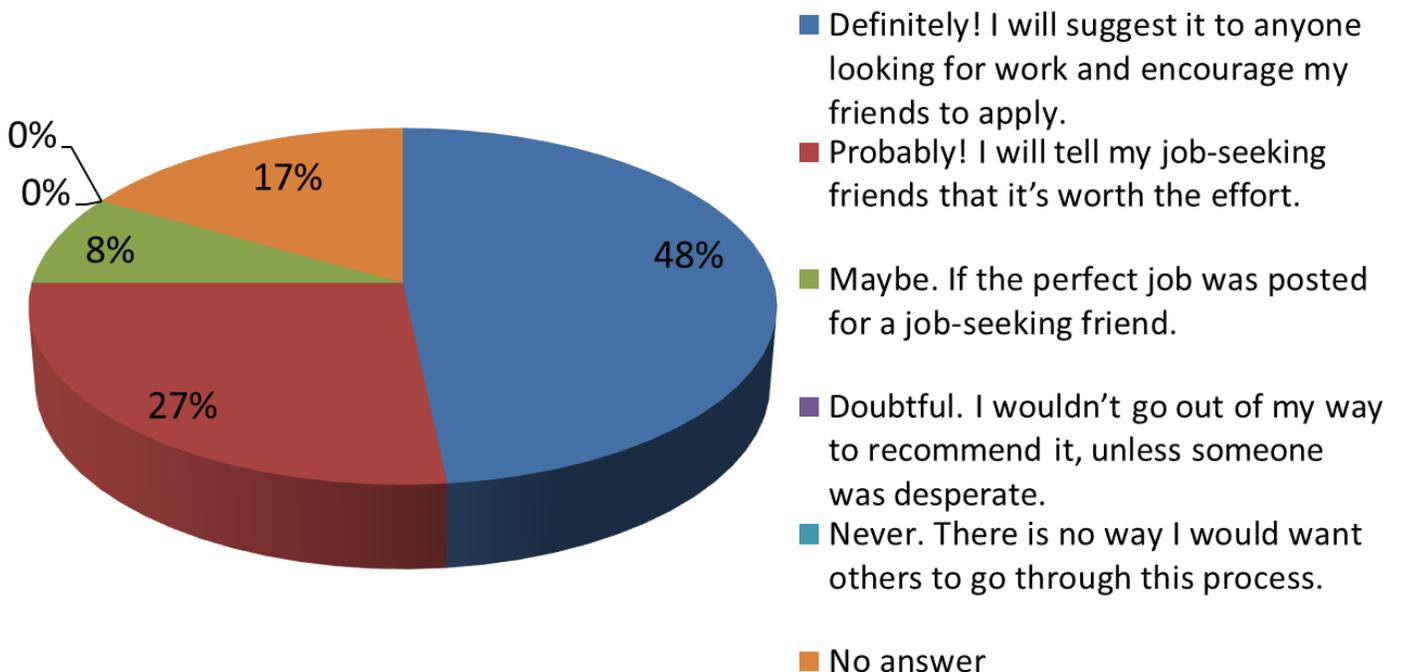


- Fantastic! It was simple and issue-free!
- Good! I had no issues, but it was a bit complicated.
- Okay. It was exactly as expected.
- Bad. I had trouble applying, but I managed with assistance from Civil Service.
- Terrible. It was extremely frustrating, and I will not apply again.
- No answer

Do you feel the test questions were appropriate and adequate for this position?

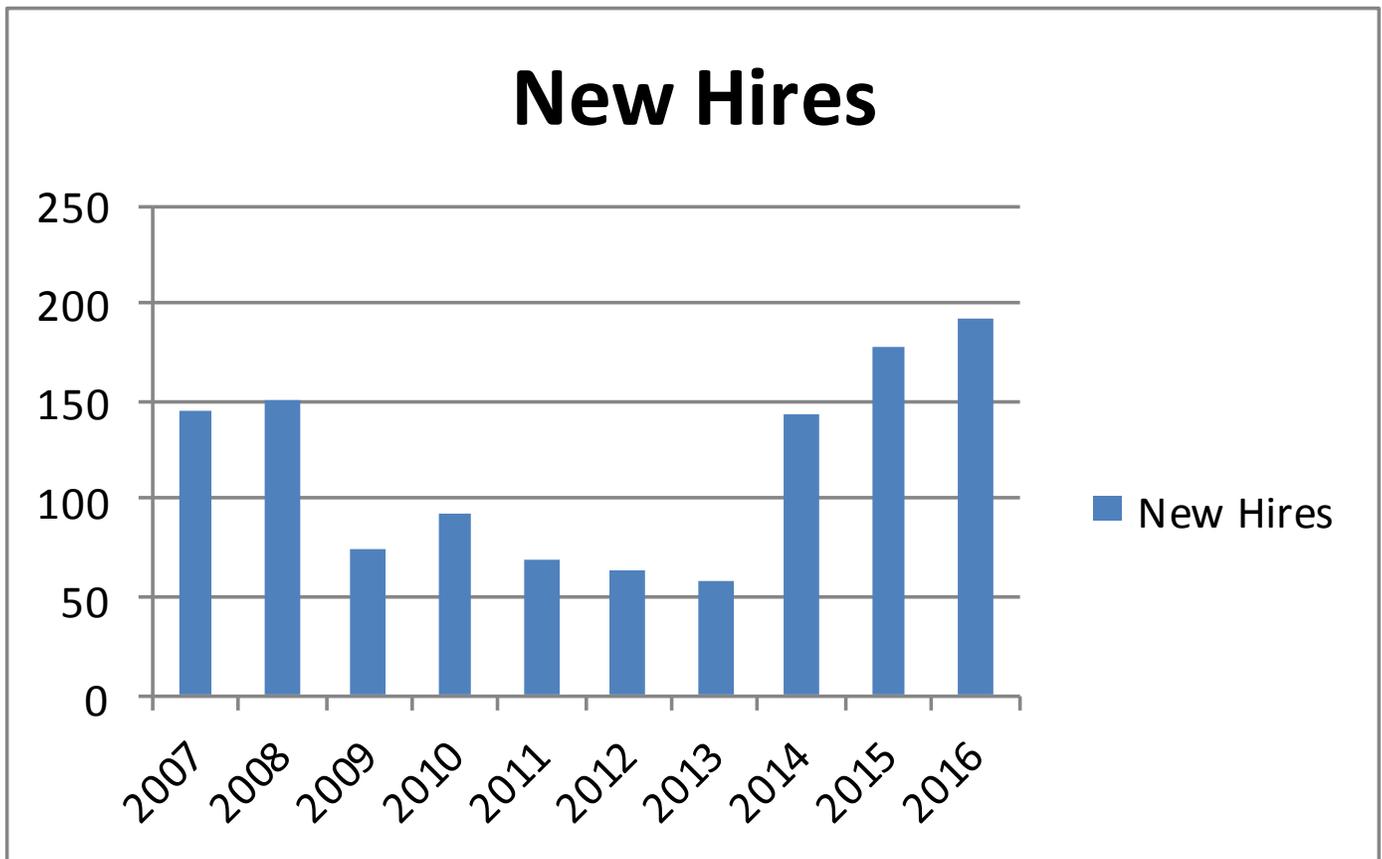


How likely are you to recommend others to apply with the City of Spokane?



SELECTION PROCESSES

YEAR	REQ'S REC'D	RECRTMTS ANNC'D	APPS REC'D	EXAMS ADMINISTERED	ELIGIBLE CANDIDATES	NEW HIRES	PROMOTED	RE- HIRED	TRANS- FERRED
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
2015	369	102	4921	518	2763	177	127	8	34
2016	493	114	4348	838	2101	192	166	4	15



ELIGIBLE LISTS & SERVICE TIMELINES

We have established a goal for a "just in time" approach when re-establishing eligible lists that are to be 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, current employees on laid off status, difficulty in obtaining exam subject matter specialists, and high workloads for exam analysts due to retirements, reorganizations, new classifications, etc.

In 2016, 95% of all expiring lists had new eligible lists in effect in comparison to only 45% in 2015. However, 65 additional tests were conducted in 2016 that were not anticipated and due to increased requests for new classifications, surveys, etc., from departments due to reorganizations and other factors.

In 2016 a new SharePoint site was created for Civil Service that provides information on our services and processes as well as timelines. Below are the published timelines:

TIMELINES

Job Survey	4 weeks (once completed survey is received)
Classification Review / Reclassification	6 - 8 weeks
Creation of a New Classification	6 - 12 weeks
Test Development	6 - 8 weeks
Recruitment & Testing	4 - 5 weeks

The number of new hires for 2016 was higher than at any time in the past ten years. Due to the demands for new hires, over and above the scheduled recruitments for 2016, Civil Service conducted an additional 65 examinations. As a result, only 95% of the expiring lists had eligible registers available.

We have requested City administration for an additional analyst to help alleviate not only the continuing workload issues, but also to focus on recruitment and continuously improve services. The addition of the requested new analyst position will still maintain the Civil Service budget below the mandated 1%.

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. We are continuing to review our processes for greater efficiency. 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 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 Civil Service certifies a list to the time a hire is made by the department.

Additionally, we are now also calculating the average time with and without public safety requisitions. The number of requisitions was higher in 2016 than any of the ten years prior. Within that period, the processing time overall also from certification to completion of hire decreased.

YEAR	REQ'S RECEIVED	OPEN	PROMOTION-AL	AVERAGE DAYS INITIATION TO RECEIPT	AVERAGE DAYS RECEIPT TO CERTIFICATION	AVERAGE DAYS CERTIFICATION TO COMPLETION
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
2015	371	137	135	6.0	1.30	28.0
2016	492	249	167	3.3	2.9	14.2

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
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	4	0	0	3
2015	1	0	34	35	6	2	0	4
2016	0	6	0	6	4*	1	1	2*

* In one of the appeals filed, there were two issues being appealed and therefore they have been listed as two appeals. One of those appeals was upheld while the other was denied. As a result, overall in 2016, the total number of appeals/complaints received is listed as 4.

TURNOVER DATA

Employment turnover rates for an organization can indicate the degree of health or efficiency of that organization. Turnover rates may also be used in succession 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 6.03%. Higher percentages are noted for 2013, 2014 2015 and 2016 due to more retirements. The turnover for classified employees for 2016 was 7.1% while for non-classified exempt appointments it was 21.6% . The classified percentage is a healthy turnover rate across all industries nationwide. Below are the turnover statistics for classified positions for the past 10 years.

Year	Retire	Death	Laid-Off	Fail Probation	Discharge	Resign	Total	Rate
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%
2015	71	4	6	7	1	27/2*	118	6.6%
2016	81	3	1	8	2	36	133	7.1%

* In addition there were two indefinite leaves of absence approved to accept non-classified positions.

An important consideration with respect to employment in City government and as mentioned in the City Charter is to prevent the stoppage of work. The turnover rate for classified positions points to a stable workforce and the fact that the Civil Service processes are able to provide recruitments as needed. Furthermore, there are frequent requests from hiring officials to Human Resources start new classified hires at a higher salary step due to their qualifications and background, pointing to the quality of classified hires.

Classified employees are also the large majority of employees nominated and recognized by city administration at quarterly and annual employee recognition events.

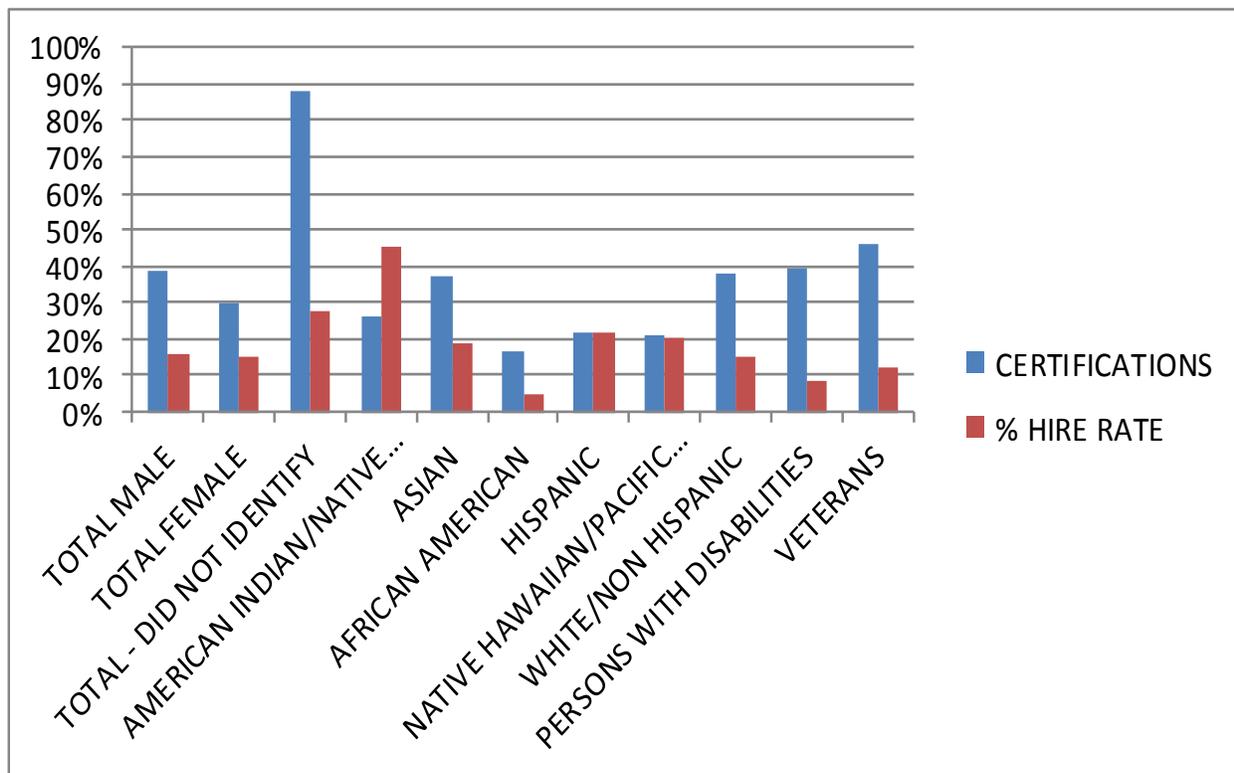
All of the above facts point to a stable classified workforce, hired solely on the basis of qualifications and merit, to provide our city with citizens-mandated services.

PROGRESS

Civil Service has continued to be proactive in enhancing customer service.

- The main areas of concentration— bringing Civil Service into the 21st century with technology innovations, continuous testing for Police Officer and Firefighter and utilizing validated written and physical agility tests, ensuring all other tests are related to job content, creating a welcoming and accommodating atmosphere In Civil Service were all accomplished by 2015 and continuous efforts are being made to update and improve these processes.
- The creation of and updates to the SharePoint site for Civil Service in order to enhance the provision of information is oriented towards improved customer service and ease of use for applicants.
- Analysis of our recruitment, testing, certification and overall hires by departments for classified positions is being undertaken to assess areas of concern.
- We have continued to update information regarding our NEOGOV recruitment process to increase clarity for applicants.
- Test taker surveys are conducted order to evaluate our testing processes and the content of our tests.
- Also, in response to the Gender and Pay Equity Report, we analyze the language of each of our recruitments before publishing in order to generate greater interest from females and persons of color. At the end of 2017, these efforts will be evaluated.

Preliminary Data for 2016 provides the following certification rates and hire rates for classified positions. We are in the process of conducting a detailed analysis.



CIVIL SERVICE TRAINING AND CONTINUOUS IMPROVEMENT

In 2016, Civil Service provided the following:

- Civil Service information at New Employee Orientation
- Civil Service related training as part of training for supervisors
- Staff training on conducting job analysis
- Staff training on classification development
- Staff members were sent to conferences convened by organizations such as the Association of Test Publishers, Society for Industrial and Organizational Psychology, International Personnel Assessment Council, International Public Management Association, Society for Human Resource Management and the annual Civil Service Conference held in Washington State.
- Replaced projector and refurbished test room furniture in order to be more accommodating to test takers.

PERFORMANCE APPRAISAL

Civil Service Rule VI—Promotion authorizes the promotional score to include the weight of an employee’s Performance Appraisal Report (PAR) score to be fixed so as to not exceed 20%. The same rule also requires that any performance evaluation systems and processes developed by Human Resources must first be approved and adopted by the Civil Service Commission in advance of their use.

In February 2015, the Human Resources Director provided information and forms to the Commission on a pilot PAR program to be initiated in 2015 for a new electronic Performance Appraisal System.

In January 2016, Human Resources provided another update to the Commission that they would soon be beginning a pilot program beginning with three departments and that a manual and instruction book for departments using a self-service feature in PeopleSoft had been created. It was reported that an additional manual was at that time in the process of being created for those departments not using the self service feature.

In August 2016, Human Resources addressed the Commission and informed them that they were still working on the pilot project implementation and obtaining agreement from the bargaining groups. It was reported that the remainder of 2016 was to include hands on training with supervisors of employees represented by the Managerial and Professional Association and that training for supervisors of Local 270 represented employees would begin in 2017.

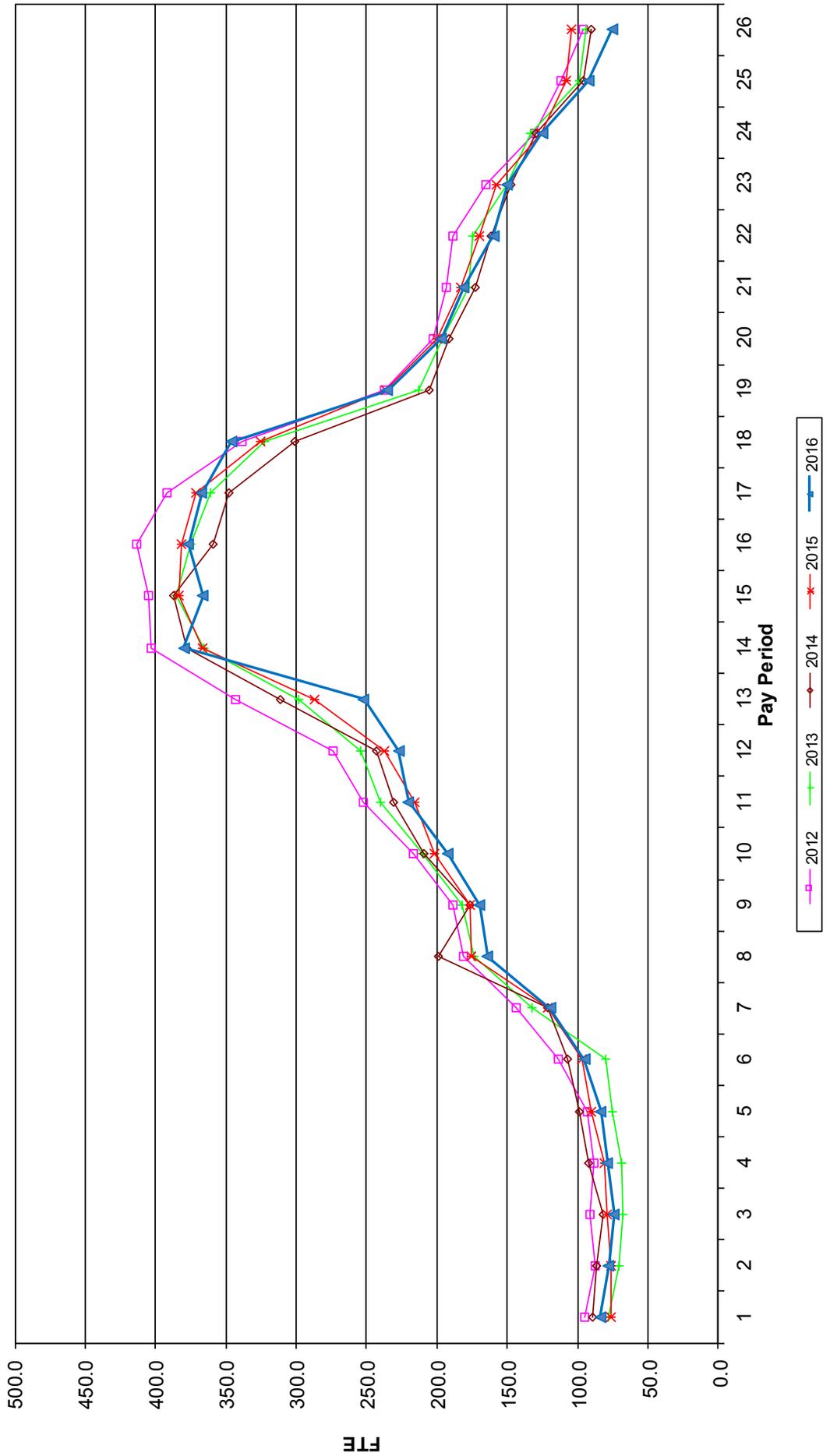
There were no agreed upon Performance Appraisal Report Forms submitted to the Commission in 2016 for approval and adoption. We anticipate that the forms and additional information will be received in 2017.

APPENDIX “A” - TEMPORARY/SEASONAL CITY STAFFING

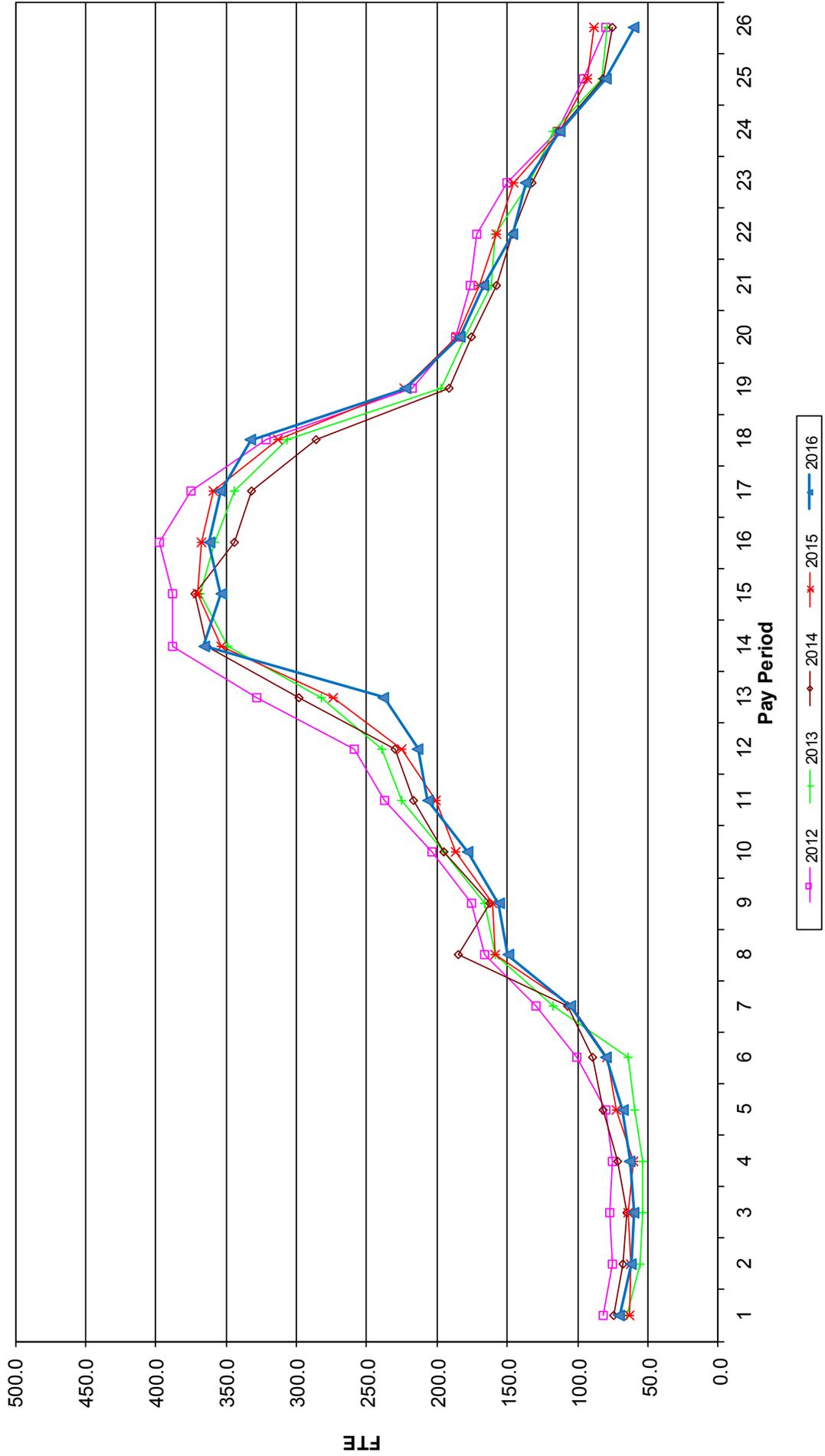
The following graphs illustrate the temporary/seasonal staffing patterns. The graphs indicate usage patterns of Temporary/Seasonal (T/S) employees over the past several years. For the purpose of clarity, the number of hours worked by T/S employees has been converted into full-time equivalent positions by dividing the total hours worked per pay period by the standard 80 hours. The total number of T/S employees shown in active status at year-end was 190.

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. We are continuing to track temporary seasonal as well as project employees.

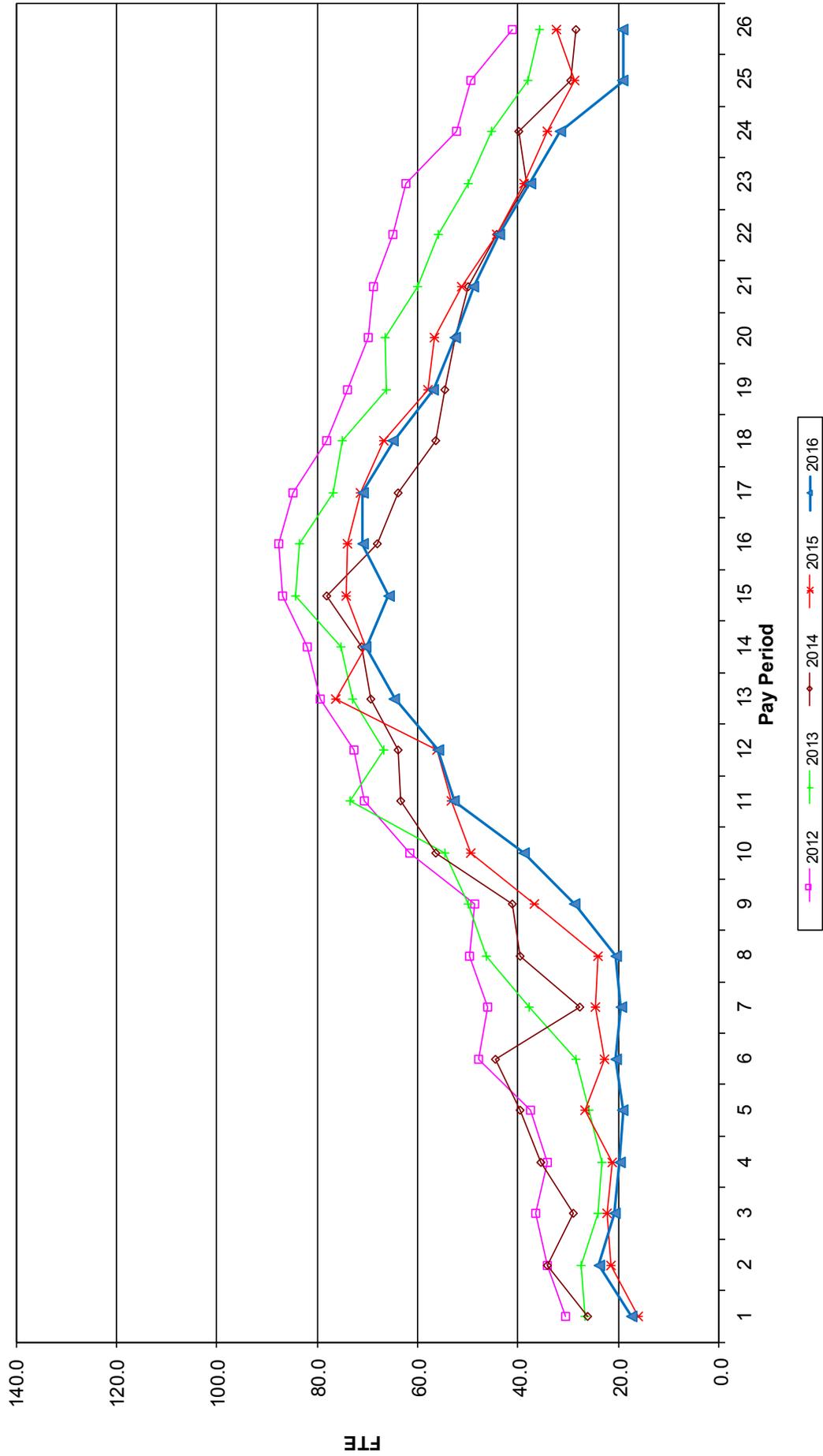
Citywide Seasonal Full-Time Equivalent



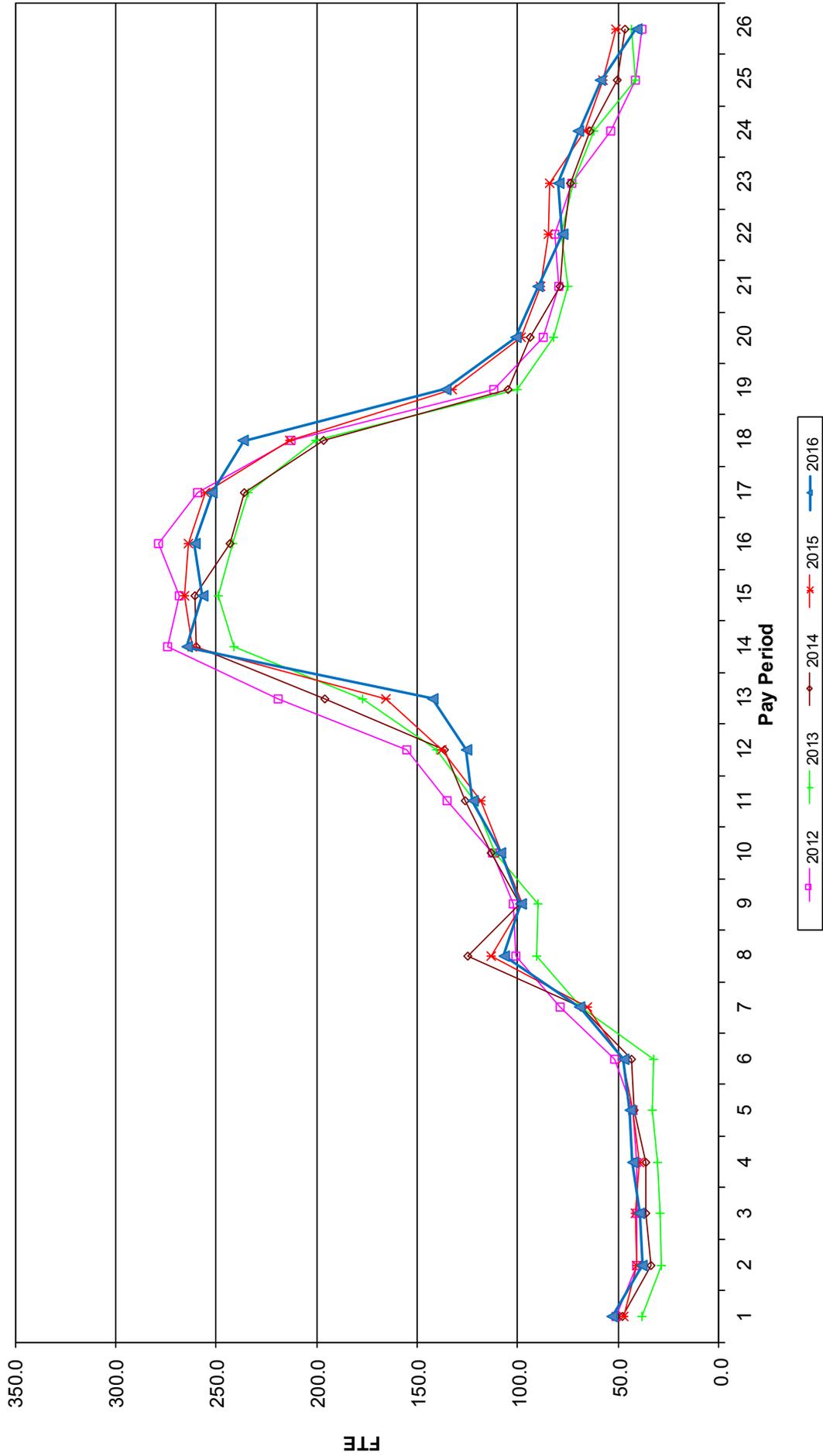
Citywide Seasonal FTE (not including Library)



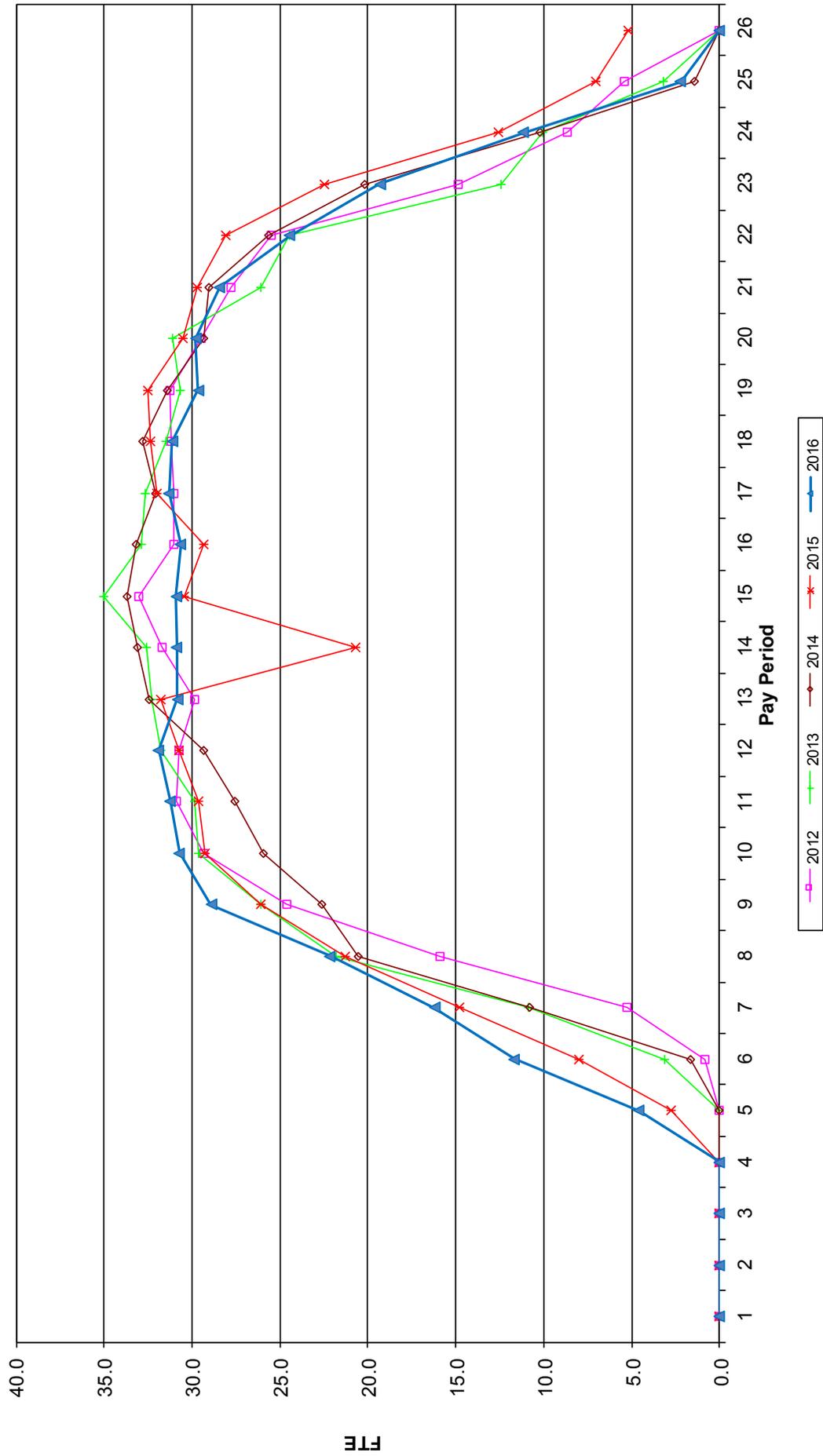
Citywide Seasonal FTE (not including Parks, Golf, Library)



Parks & Recreation Seasonal FTE (not including Golf, Urban Forestry)



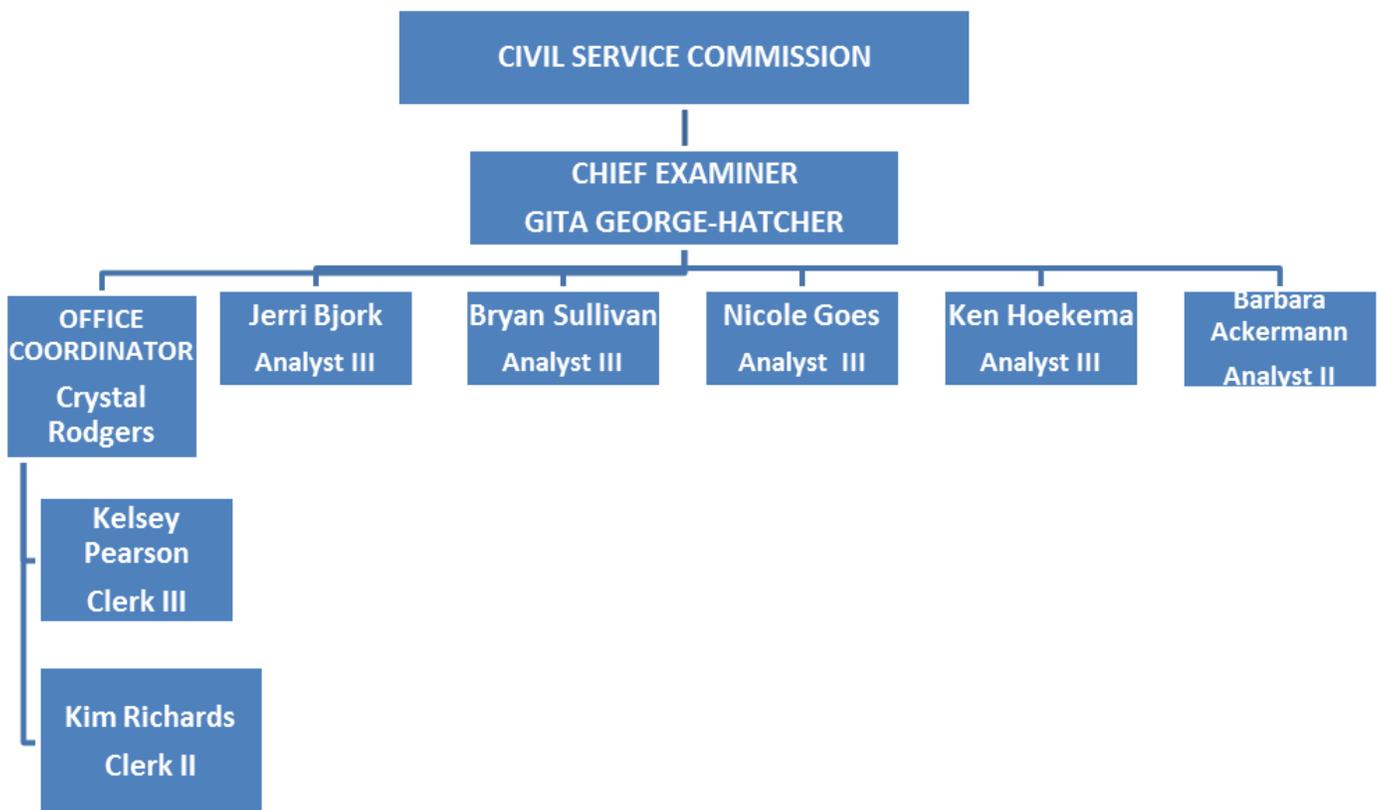
Golf Seasonal FTE



2017 GOALS PER THE CIVIL SERVICE BUSINESS PLAN

- **CONTINUE TO CONDUCT WIDER OUTREACH AND RECRUITMENT**
- **INCREASE EFFORTS TOWARDS DIVERSITY RECRUITMENT**
- **CONTINUE TO IMPROVE SERVICE DELIVERY TO OUR CUSTOMERS**

CIVIL SERVICE ORGANIZATIONAL CHART



THANK YOU
FOR
TAKING THE TIME TO REVIEW THIS ANNUAL REPORT

**We look forward to any feedback you may have in order to
improve our future reports**