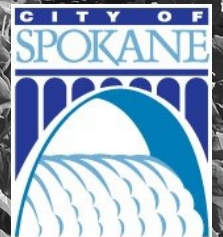


# CIVIL SERVICE COMMISSION ANNUAL REPORT

2017



**CITY OF SPOKANE**

# **CIVIL SERVICE COMMISSION**

## **ANNUAL REPORT**

2017

### **CIVIL SERVICE COMMISSION**

Mark Lindsey, Chair  
Judith Gilmore, Vice Chair  
Craig Hult  
Pam DeCounter  
Scott Stephens

### **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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March 20, 2018

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 2017. 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,

*M. E. Lindsey*

Mark Lindsey  
Chair



March 20, 2018

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 2017. 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.

A list of the accomplishments for 2017 is also provided including that for the first time, Civil Service has adopted a Supported Employment Program in cooperation with the Office of the Mayor, to increase hiring of persons with targeted disabilities. Additionally, as of December 31, 2017, the City of Spokane's classified workforce composition is **66.9% non-minority male, 18.7% non minority female, 13.3% non-white and 1.1% choosing not to participate. For the non-white classified workforce, this is an increase of 5.1% from 2016.**

In this report, 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 2017

- **THE RULE REVIEW PROCESS WAS COMPLETED A YEAR AHEAD OF SCHEDULE; NEW MERIT SYSTEM RULES WERE PUBLISHED ON AUGUST 15, 2017.**
- **DIVERSITY OF THE APPLICANT POOL FOR THE CITY OF SPOKANE'S CLASSIFIED POSITIONS INCREASED, SUPPORTED BY TARGETED RECRUITMENT EFFORTS AND USE OF CLOUD BASED PROGRAM TO ENHANCE INCLUSIVE LANGUAGE IN CIVIL SERVICE RECRUITMENT ANNOUNCEMENTS.**
- **ETHNIC DIVERSITY COMPOSITION OF THE CLASSIFIED WORKFORCE OF THE CITY INCREASED FROM 8.2% IN 2016 TO 13.3% IN 2017.**
- **IN COOPERATION WITH CITY ADMINISTRATION, ADOPTED THE FIRST EVER SUPPORTED EMPLOYMENT PROGRAM FOR THE CITY OF SPOKANE, TO HIRE PERSONS WITH DEVELOPMENTAL DISABILITIES INTO THE CITY'S WORKFORCE.**
- **IMPLEMENTED QUARTERLY "LUNCH AND LEARN," A SERIES OF INFORMATIVE WORKSHOPS FOR CITY EMPLOYEES AND APPOINTING OFFICIALS TO PROMOTE UNDERSTANDING OF CIVIL SERVICE RULES AND PROCESSES.**
- **COMPLETED WRITTEN CIVIL SERVICE RECRUITMENT STRATEGY DOCUMENT WITH ANNUAL TIMELINES.**
- **UPDATED CLASSIFIED RECRUITMENT VIDEO, WHICH IS POSTED ON THE CITY WEBSITE.**
- **COORDINATED WITH THE SPOKANE POLICE DEPARTMENT TO PROVIDE RECRUITMENT WORKSHOPS TARGETING ENTRY LEVEL POLICE OFFICERS.**
- **UPDATED THE PUBLIC SAFETY TESTING (PST) RECRUITMENT SITE WITH CITY OF SPOKANE VIDEOS.**
- **CREATED AND POSTED PROMOTIONAL RECRUITMENT PRESENTATION ON OUR SHAREPOINT SITE.**
- **COMPLETED AND POSTED PART I OF THE CIVIL SERVICE CLASSIFICATION PLAN ON OUR SHAREPOINT SITE.**
- **PURCHASED ITEM BANKING SOFTWARE TO MORE EFFICIENTLY AND SECURELY CREATE, STORE AND ANALYZE TEST QUESTIONS.**
- **COMPLETED THE CIVIL SERVICE EMERGENCY AND EVACUATION PLAN.**
- **REPLACED ELIGIBLE DESKTOP COMPUTERS WITH LAPTOPS FOR ALL CIVIL SERVICE EMPLOYEES, AND REPLACED TRADITIONAL DESKS WITH SIT-STAND DESKS FOR CIVIL SERVICE EMPLOYEE HEALTH AND WELL-BEING, IN THE INTEREST OF PROVIDING EXCELLENT SERVICE AND EFFICIENCY.**

## 2018 MAJOR GOALS PER THE CIVIL SERVICE BUSINESS PLAN

- **CONTINUE TO CONDUCT WIDER OUTREACH AND RECRUITMENT**
- **INCREASE AND FOCUS EFFORTS TOWARDS DIVERSITY RECRUITMENT**
- **EVALUATE RESULTS OF CONTINUOUS TESTING FOR POLICE AND FIRE**
- **CONTINUE TO IMPROVE SERVICE DELIVERY TO OUR CUSTOMERS**
- **IMPLEMENT PILOT PROGRAM FOR SUPPORTED EMPLOYMENT PROGRAM**
- **COMPLETE FINAL IMPLEMENTATION OF ITEM BANKING/ANALYSIS PROGRAM**

# 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:

MARK LINDSEY, CHAIR, UNIFORMED EMPLOYEE GROUPS APPOINTMENT

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

JUDITH GILMORE, VICE CHAIR, CIVILIAN EMPLOYEE GROUPS/SERS BOARD APPOINTMENT

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

CRAIG HULT, MAYORAL APPOINTMENT

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

PAM DECOUNTER, MAYORAL APPOINTMENT

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

SCOTT STEPHENS, COMMISSION APPOINTMENT

August 2017—Present (Term Ends December 31, 2021)



# 55 YEARS OF CIVIL SERVICE COMMISSIONERS

## COMMISSIONER

Thomas F. Meagher  
 Peter Piper  
 Dr. Robert Southcombe  
 George E. Robey  
 Verne D. Warren  
 Robert M. Hardy  
 William S. J. May  
 Arthur M. Hansen  
 John Edgar  
 James E. Borg  
 Jerome C. Kopet  
 C. Grover Wilson  
 Howard A. Anderson  
 Elmer L. Bierly  
 Richard A. Moser  
 Frances N. Scott  
 Seaton M. Daly, Jr.  
 Howard A. King  
 O'Neil Vinson  
 James E. Bates  
 Paul P. Nolan  
 Delphine Faison  
 Douglas Amsbury  
 Barry E. Ryan  
 John M. Maurice  
 Kate Quinn  
 John Krall  
 James L. Kirschbaum  
 Ivan Bush  
 Carol Lawton  
 Gerald Saling  
 Robert Van Leuven  
 Mary Doran  
 Ronald Stanley  
 Jim DeWalt  
 Cheryl Beckett  
 Phyllis Gabel  
 Kathryn Sewell

## TERM OF SERVICE

Jan. 1961 - Nov. 1967  
 Jan. 1961 - Mar. 1963  
 Jan. 1961 - Mar. 1964  
 Jan. 1961 - Mar. 1967  
 Jan. 1961 - Dec. 1964  
 Sep. 1963 - Apr. 1965  
 Apr. 1964 - Dec. 1970  
 Jan. 1965 - Aug. 1984  
 Apr. 1965 - Dec. 1965  
 Jan. 1966 - Mar. 1972  
 Nov. 1967 - Nov. 1978  
 Dec. 1968 - Nov. 1978  
 Jan. 1971 - Dec. 1986  
 Apr. 1972 - Jan. 1973  
 Feb. 1973 - Jan. 1985  
 Jan. 1979 - Dec. 1991  
 Feb. 1979 - Dec. 1986  
 Sep. 1984 - Feb. 1986  
 Jan. 1985 - Nov. 1996  
 Apr. 1986 - Sep. 1988  
 Jan. 1987 - Oct. 1987  
 Apr. 1987 - Jan. 1992  
 Oct. 1987 - Dec. 2002  
 Oct. 1988 - Mar. 1993  
 Dec. 1991 - Dec. 2007  
 Jan. 1992 - Apr. 2000  
 Apr. 1993 - Apr. 1995  
 Jan. 1995 - Sep. 2001  
 July. 1997 - Dec. 2000  
 June. 2000 - Dec. 2010  
 July. 2001 - Dec. 2007  
 Mar. 2002 - Dec. 2006  
 Apr. 2003 - Dec. 2014  
 Aug. 2007 - Dec. 2010  
 Feb. 2011 - Dec. 2014  
 Dec. 2007 - Jun. 2016  
 Aug. 2008—Dec. 2016  
 Mar. 2015—Feb. 2017

## MAYOR

Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 Neal Randolph Fosseen  
 David H. Rodgers  
 David H. Rodgers  
 David H. Rodgers  
 David H. Rodgers  
 David H. Rodgers  
 Ron Bair  
 Ron Bair  
 James Everett Chase  
 James Everett Chase  
 Vicki McNeill  
 Vicki McNeill  
 Vicki McNeill  
 Vicki McNeill  
 Vicki McNeill  
 Vicki McNeill  
 Sheri S. Barnard  
 Sheri S. Barnard  
 Sheri S. Barnard  
 Jack Geraghty  
 Jack Geraghty  
 John Talbott  
 John Powers  
 John Powers  
 John Powers  
 Mary Verner  
 Mary Verner  
 Mary Verner  
 Mary Verner  
 Mary Verner  
 David Condon

# 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. In 2017 Part I of the Classification Plan was edited, updated and posted. 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 2017.

Classifications deleted.....	20
Classifications reviewed and revised.....	96
Positions surveyed in depth.....	17
Classifications at year end .....	342
Classified positions filled at year end.....	1888

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:

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Classifications Beginning of Year</b>	314	303	309	315	315	318	298	322	340	347
<b>Classifications Added (*An additional 198 title changes/spec revisions)</b>	5	6	7	6	6	11	30	26	27	15*
<b>Classifications Deleted</b>	16	0	1	6	3	31	6	8	20	20
<b>Classifications Reviewed/Revised</b>	105	85	116	208	135	65	47	57	88	96
<b>TOTAL AT YEAR END</b>	<b>303</b>	<b>309</b>	<b>315</b>	<b>315</b>	<b>318</b>	<b>298</b>	<b>322</b>	<b>340</b>	<b>347</b>	<b>342</b>

# FILLED POSITIONS CLASSIFIED AND EXEMPT

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Classified</b>	1872	1849	1874	1837	1807	1759	1768	1808	1864	1888
<b>Exempt</b>	104	115	118	115	106	104	113	113	113	113
<b>Total All</b>	1976	1964	1992	1952	1913	1863	1921	1921	1977	2001
<b>Percent of Exempt Total</b>	<b>5.2%</b>	<b>5.9%</b>	<b>5.9%</b>	<b>5.9%</b>	<b>5.5%</b>	<b>5.6%</b>	<b>6.0%</b>	<b>5.9%</b>	<b>5.7%</b>	<b>5.6%</b>

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

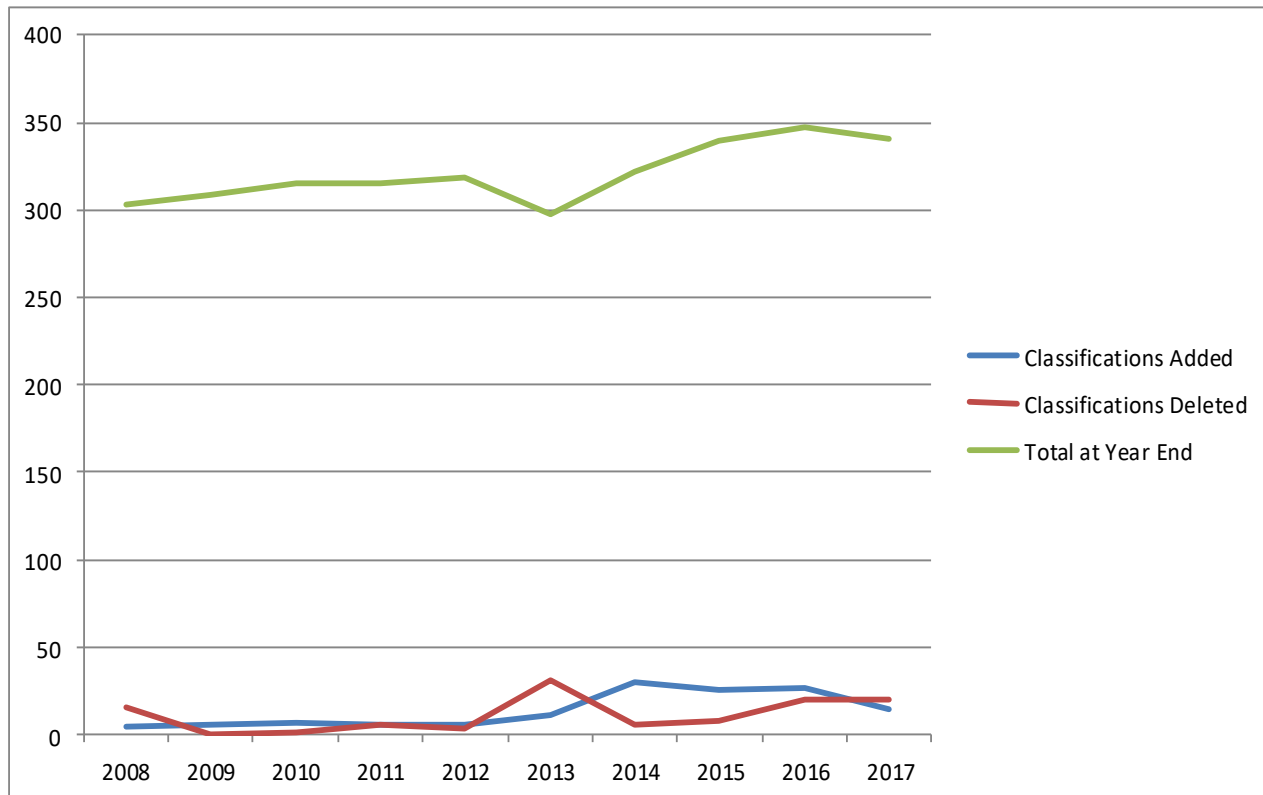
## DETAIL OF EXEMPT POSITIONS

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:

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Mayor/Council	15	15	27	8/14*	7/13	7/14	5/15	6/16	6/16	7/15
Division Directors	5	3	3	3	5	5	8	5	6	7
Department Directors	28	31	29	29	20	29	27	25	25	26
Asst. Department Heads/Deputies	8	10	8	8	11	11	23	21	22	18
Legal Office	25	27	24	24	24	25	22	25	24	24
Uniformed Exempt	4	4	4	4	4	4	3	4	3	6
Solid Waste Facilities	1	2	2	2	2	2	2	3	4	3
Regional Transportation	16	15	13	13	11	-	-	-	-	-
Municipal Court	-	7	7	7	8	7	7	7	7	7
EMS	1	1	1	1	1	-	1	1	-	-
<b>TOTALS</b>	<b>103</b>	<b>115</b>	<b>118</b>	<b>113</b>	<b>106</b>	<b>104</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>

# CLASSIFICATION CHART

Ten-year history of classification actions:

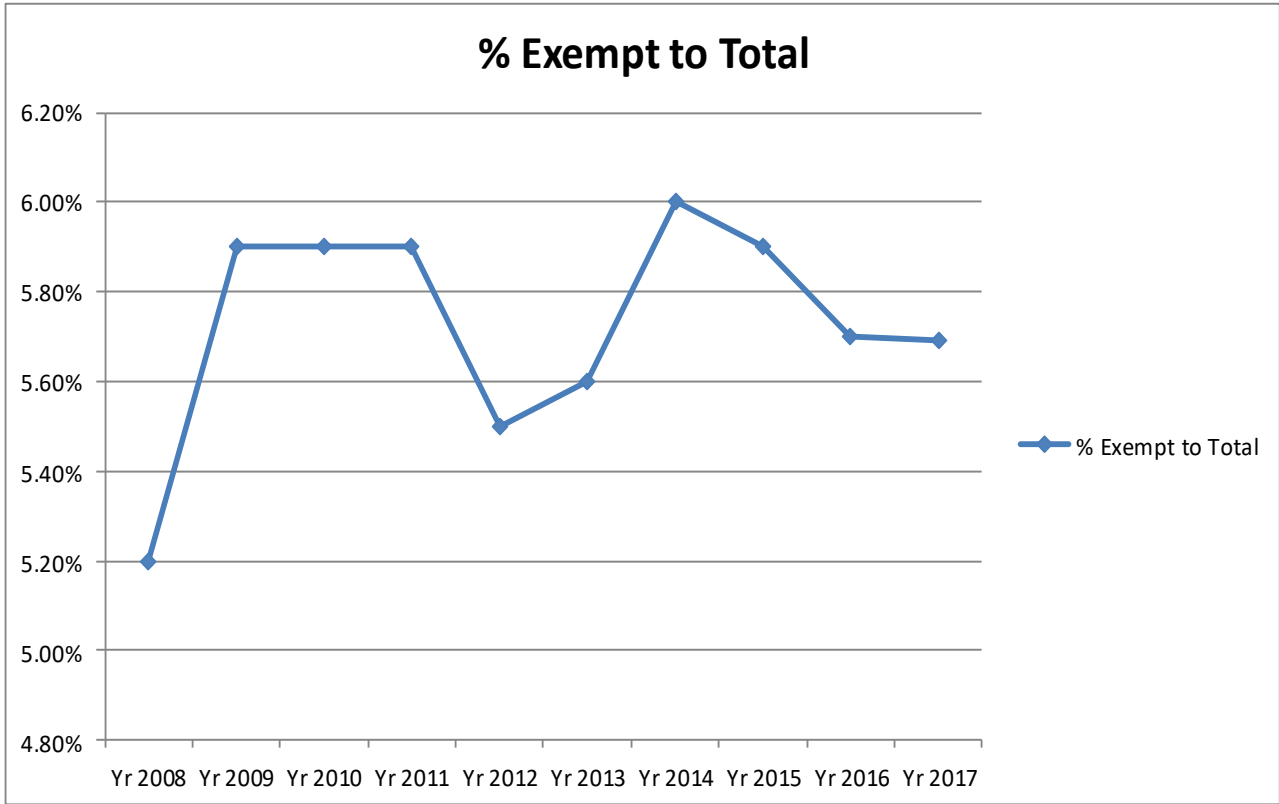
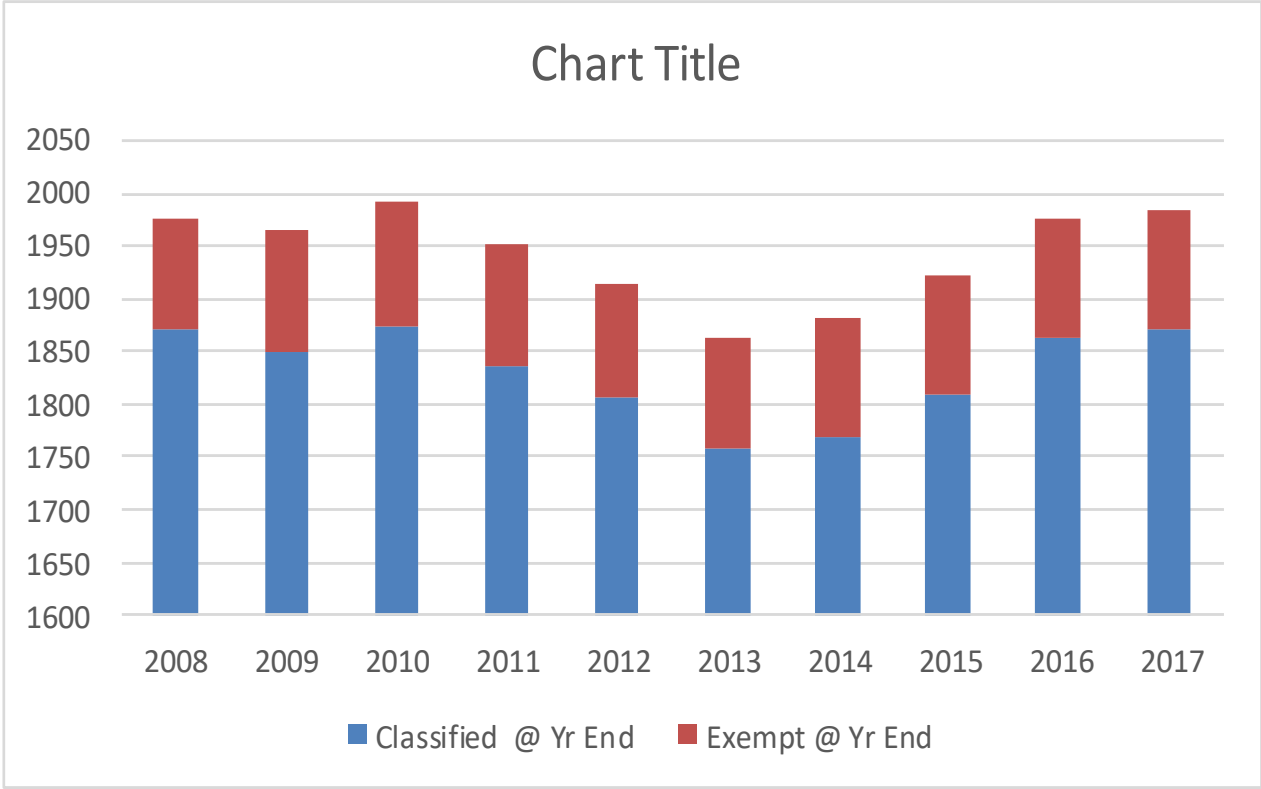


Each classification is required to be reviewed every two years and expiring lists also replaced every two years. Thus, the number of classifications dictates the schedule and number of classification reviews and tests to be conducted each year. In some cases, classifications are single incumbent classifications 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. In 2017, a new procedure was adopted providing guidance on criteria for the maintenance of lists.

*The percentage of filled non-classified (exempt) positions as a percentage of the total number of filled positions has decreased to 5.69% of the total .*

# CLASSIFIED & EXEMPT FILLED POSITIONS CHART





## 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 8.2% and **in 2017, this percentage increased to 13.3%**. . The workforce composition at the end of 2017 is **66.9% non– minority male, 18.7% non minority female, 13.3% non-white with 1.1% choosing not to participate**. Overall for all males in the classified workforce, the percentage is 79% and for all females, 21%. 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. These results provided no areas of major concern. A new analysis for 2017 is currently underway.

The table below shows overall certification and hire information for classified positions in 2017. The percentages below are summary figures and show the number of certifications and the hire rates for each population group. We are anticipating completion of the Utilization and Availability Analysis that Human Resources has committed to conducting, which would further assist Civil Service in identifying targeted recruitment efforts.

CATEGORIES	FUNCTION	FUNCTION	FUNCTION
	CIVIL SERVICE	DEPARTMENTS	DEPARTMENTS
	CERTIFICATIONS	HIRES	2017 HIRE RATE
TOTAL MALE	236	130	55%
TOTAL FEMALE	66	34	52%
TL - DID NOT IDENTIFY	15	0	0
AMERICAN INDIAN/NATIVE ALASKAN	5	1	20%
ASIAN	7	2	29%
AFRICAN AMERICAN	6	1	17%
HISPANIC	4	6	<i>(Additional were certified in the previous year)</i>
NATIVE HAWAIIAN/ PACIFIC ISLANDER	0	0	0
WHITE/NON HISPANIC	264	154	58%
DISABILITY STATUS	11	4	36%
VETERAN STATUS	59	27	46%

2017—The percentage of hires for non-disability was 52% and for those who did not identify disability status, 50%.

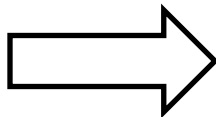
2017—For non-veterans, the hire rate was 54% and for those who did not identify veteran status, 20%.

In comparison with 2016, the hire rates improved in 2017 for all categories except for American Indian/Native Alaskan and Native Hawaiian/Pacific Islander. In 2017, among all new hires, 6.1% identified within the traditional ethnic minority categories,. Out of all new hires, 21% were female. Continuing, targeted recruitment and hiring efforts are needed for these groups going forward.

# Diversity and inclusion are ongoing efforts



***IN 2017, CIVIL SERVICE IMPLEMENTED CLOUD BASED SOFTWARE TO ENSURE INCLUSIVE LANGUAGE IN CIVIL SERVICE RECRUITMENT POSTINGS. THE OVER-ALL APPLICANT POOL SHOWS IMPROVEMENTS AS A RESULT:***



## Gender

Increase in female applicants by almost 8%

Increase in male applicants by 13%

Decrease of those that did not state gender by 5%

## Ethnicity

Increase in American Indian/Alaskan Native applicants by 90% .

Negligible increase in Asian applicants .

Increase in Black/African American applicants by 18% .

Increase in Hispanic applicants by 5% .

Increase in Native Hawaiian/Pacific Islander applicants by 58%.

Increase in White applicants by 10% .

Decrease of those that did not state ethnicity by 3%.

## **WATCH THE CITY OF SPOKANE'S RECRUITMENT VIDEOS**

(Visit the links below to view

*City of Spokane:*

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

*Spokane Fire Department:*

<https://youtu.be/bzAM1ImS-7A>

# 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.

In 2017, staff participated in many outside recruitment events such as job fairs and information sessions. At the job fairs, staff is prepared with updated recruitment brochures providing information on the application process, the annual recruitment calendar, business cards, an updated display board for City recognition, and our recruitment video. 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. In 2017, Civil Service also cooperated in the planning of and participation in an additional eight Police Officer Recruitment Sessions between August and September 2017 and in wide and visible advertisement of the recruitment. Civil Service also chaired and conducted meetings of the Civil Service Diversity Recruitment Committee as well as participated in the Mayor's 21st Century Workforce Committee, the Mayor's Advisory Committee on Multicultural Affairs and the Gender and Pay Equity Committee. 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.

HIRES OF MINORITIES AND FEMALES AS ENTRY LEVEL POLICE OFFICERS AND FIREFIGHTERS WERE AS FOLLOWS :

**Police Officer :**

2015—1 minority

2016—2 minorities; 1 white female

2017—1 minority; 1 white female

**Firefighter:**

2015—1 minority; 1 white female

2016—2 minorities

2017—2 minorities; 5 white females

**The primary reason for implementing continuous testing was to improve diversity and specifically to improve the hiring of women Firefighters, and improvements are noted in this category.**

**Social Media Results for job related efforts were as follows:**

**Twitter: 103 Tweets, 124,659 views and 2,042 engagements.**

**Top tweets: Police Officer Recruitment Workshops and Police Officer and Firefighter Testing.**

**Facebook: 79 posts, 190,829 people reached and 1,940 engagements.**

**Top Posts: Police Officer and Firefighter Testing, Police Recruitment Sessions, and Refuse Collector I recruitment.**



**City of Spokane - Municipal Government**

Published by Jessica Fisher [?] · September 25, 2017 ·

#SpokaneJobs



### Refuse Collector I

Performs heavy manual work in the collection of refuse normally on a designated route.

[GOVERNMENTJOBS.COM](http://GOVERNMENTJOBS.COM)

# 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. The Congress of the United States 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.

Selection instruments are developed through study of the elements of a given job classification and assessment of the important duties and context of the job, using test committees comprised of Civil Service Analysts and Subject Matter Experts designated by both the appropriate bargaining units and City management. City Departments also assist Civil Service in locating sources of reference materials upon which to base examinations, whether the examinations are written, oral, training and experience evaluations, oral boards, performance tests, or a combination of a variety of measures. We use multiple testing measures on certain jobs as appropriate and supported by a job content validation process, which is attested to by Subject Matter Experts and our professional Analysts. As a result, we have been able to ensure job related examinations through consistent best practices.

We regularly see requests from departments for 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 have continued to utilize Public Safety Testing, Inc. for the testing of entry level Public Safety positions, i.e. Firefighter and Police Officer.

# PERFORMANCE APPRAISAL

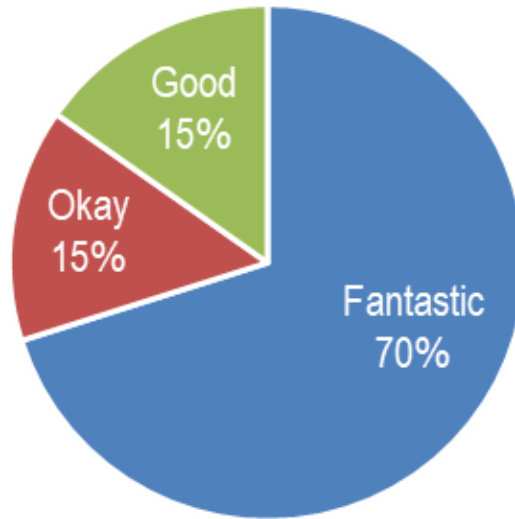
Civil Service Rule VI—Promotion authorizes the promotional score to include the weight of an employee's Performance Appraisal Report (PAR) score to be fixed so as to not exceed 20%. The same rule also requires that any performance evaluation systems and processes developed by Human Resources must first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

Human Resources has been providing reports to the Civil Service Commission regarding the development of a new Performance Appraisal Tool since February 2015. The new Performance Appraisal Report Forms, which are required to be adopted by the Commission before being used, have not yet been submitted for Commission review and adoption. We anticipate that the forms and additional information will be received in 2018.

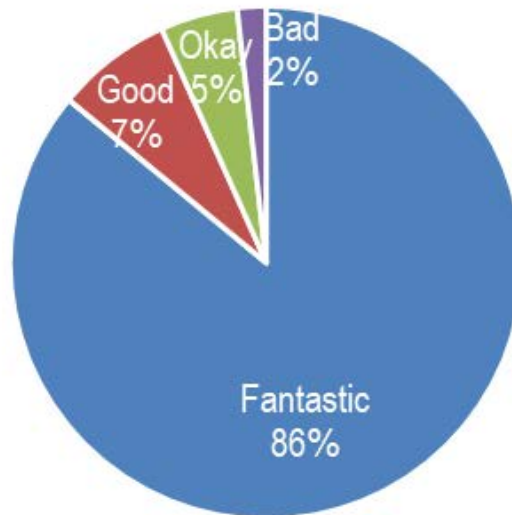


**TEST TAKER SURVEY**— *In 2017 as in 2016, a random survey of test-takers was administered in order to assess our recruitment and testing procedures, and test content.*

**1. How would you rate the application process?**



**2. How would you rate the ease of scheduling your exam?**



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

96% responded "Yes."

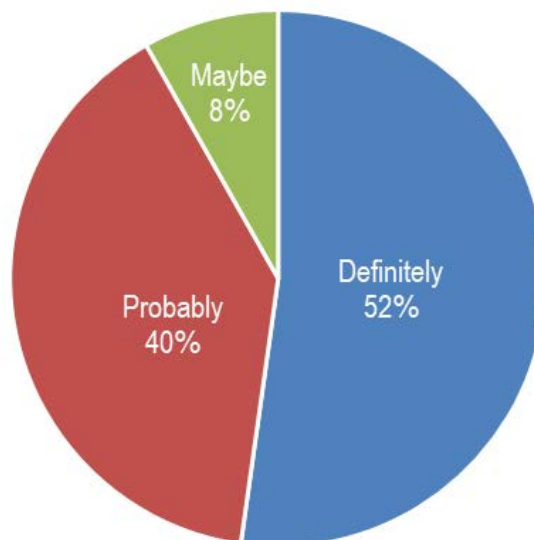
*100% of those surveyed reported being satisfied with the service they received from Civil Service.*



*"The ease of the whole process was great.*

*Very professional, felt like the SATs all over again."*

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

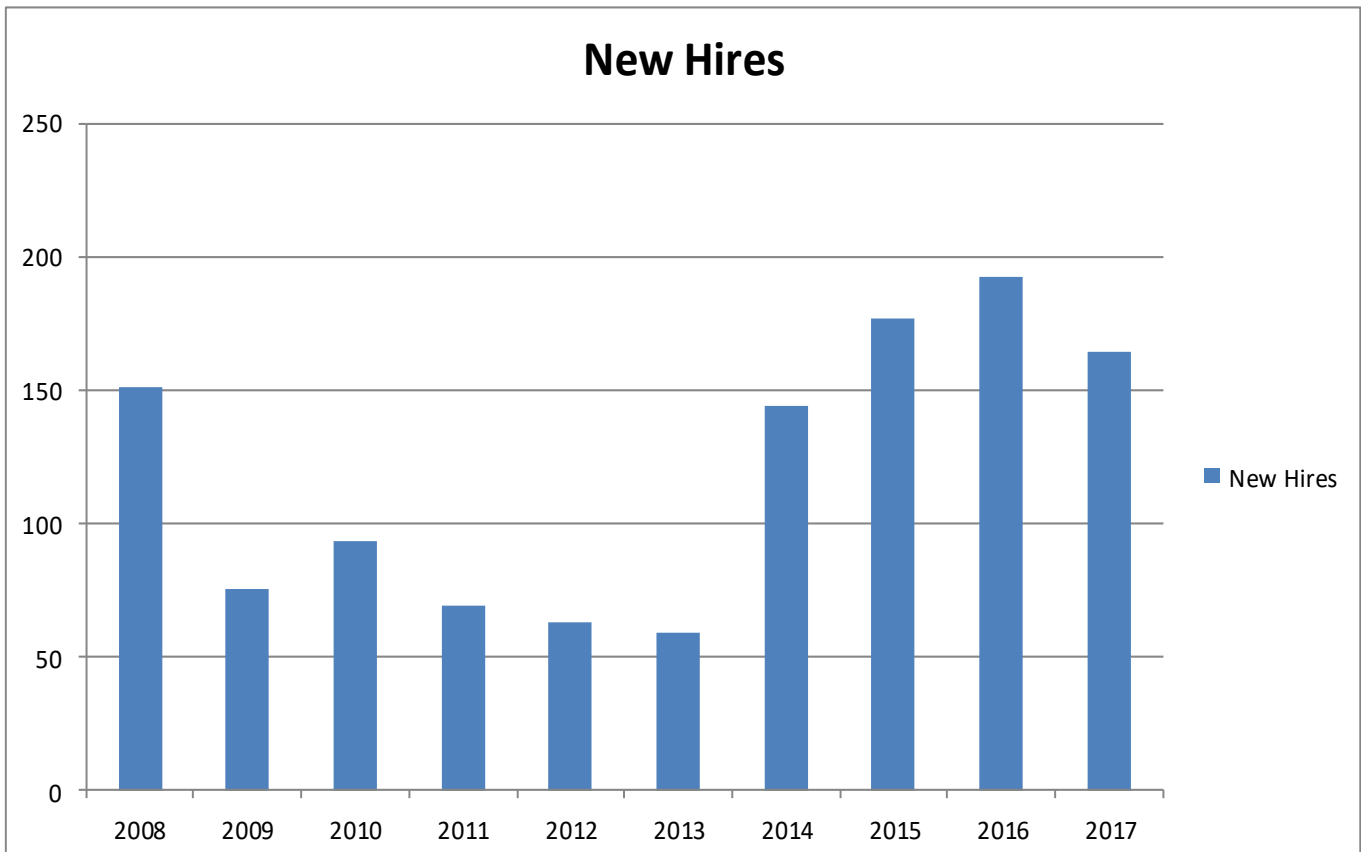


Where candidates heard about the recruitments

39% - Online advertising; 38% City of Spokane website; 16% City Employees; 6% Other and 1% WorkSource.

# SELECTION PROCESSES

YEAR	REQ'S REC'D	RECRTMTS ANNC'D	APPS REC'D	EXAMS ADMINISTERED	ELIGIBLE CANDIDATES	NEW HIRES	PROMOTED	RE- HIRED	TRANS- FERRED
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
2017	473	85	4742	784	1588	164	168	4	18



# ELIGIBLE LISTS & SERVICE TIMELINES

We have continued to maintain a "just in time" approach when re-establishing eligible lists that are to be maintained continuously. In 2017, a new procedure for maintaining eligible lists beginning in 2018 was implemented so that open entry *non-uniformed* classifications with fewer than five incumbents and for which no attrition is expected, will not be tested on the two year cycle. The Chief Examiner has begun the practice of sending out an email to appointing officials during the fourth quarter to check on anticipated attrition for these classifications in order to develop the open entry calendar. Promotional classifications will be tested every two years regardless of the number of incumbents.

The goal, to ensure that 100% of all expiring lists have eligible lists in place, 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 unexpected needs 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 2017, we established 98 lists. Only 22 of these were lists that had expired in 2015, out of 88 (25% of expiring lists). The remaining lists that were established in 2017 were either created to replace lists that expired prior to 2015 and were now needed, or due to new classifications requested by departments.

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

2017 saw a slight dip in the number of requisitions overall. We have begun to increase focus on recruitment and continuous improvement of services. We have increased not only the number of recruitment events we participate in, but also the types. For example, in 2017, as part of a cooperative effort with the Spokane Police Department, eight recruitment workshops were held to provide information on the application and testing process and to reach out, to help increase the diversity of the applicant pool. Civil Service also participated in nine additional recruitment events including job fairs and other recruitment networking events. Additionally, we implemented the Lunch and Learn Series to provide internal information on Civil Service Processes. Notably, for the first time in the history of Civil Service, a Supported Employment Program was adopted for hiring of persons with targeted disabilities into the City's workforce. This is also anticipated to increase staff workload.

### JOB FAIRS

Some highlights for 2017 were the Seattle Diversity Fair, FUSE Career Fair, NextGen Career Fair, 5<sup>th</sup> Grade Fair for Spokane Public Schools, SFCC Job Fair, GU Job Fair, YMCA – Woman's group on upcoming jobs/how to apply, Unity in the Community, and WorkSource networking events for job seekers.

# REQUISITIONS

The following chart indicates actions in the requisition process. 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. There was a slight increase between 2016 and 2017 due to additional involvement in recruitment and publicity efforts. 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 calculating the average times with and without public safety requisitions included. The number of requisitions was higher in 2016 than any of the ten years prior. Within that period, the processing time overall from certification to completion of hire actually 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
2017	473	220	165	4.1	3.3	17.6



# 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
<b>2007</b>	0	9	2	11	1	0	0	0
<b>2008</b>	2	10	1	15	1	0	0	1
<b>2009</b>	3	8	1	12	4	0	1	2
<b>2010</b>	0	10	1	11	4	0	0	5
<b>2011</b>	2	9	0	11	4	0	1	2
<b>2012</b>	1	6	0	7	2	1	0	2
<b>2013</b>	1	14	0	15	2	0	1	1
<b>2014</b>	2	4	2	8	4	0	0	3
<b>2015</b>	1	0	34	35	6	2	0	4
<b>2016</b>	0	6	0	6	4	1	1	2
<b>2017</b>	3	4	0	5	7	2	1	4*

\* One of the complaints was dismissed and has been included in the number of those denied.

## 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 2017 was 6.8% (2016 was 7.1%) while for non-classified exempt appointments it was 16.9% (21.6% in 2016). The classified percentage of 6.8% is a healthy turnover rate across all industries nationwide. Below are the turnover statistics for classified positions for the past 10 years.

Year	Retired	Death	Laid Off	Failed Probation	Discharged	Resigned	Total	Rate
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%
2017	64	2	7	15	3	33	129*	6.8%

\* There were an additional five indefinite leaves of absences approved related to moves to 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. As has been presented, Civil Service has been understaffed by one Analyst and this has contributed to some delays due to the resulting need to prioritize and place requests in the appropriate queues.

Continuing and frequent requests from hiring officials to Human Resources to start new classified hires at a higher salary step due to their qualifications and background, point to the quality of classified hires.

Classified employees also continue to be the large majority of employees nominated and recognized by City administration at quarterly and annual employee recognition events.

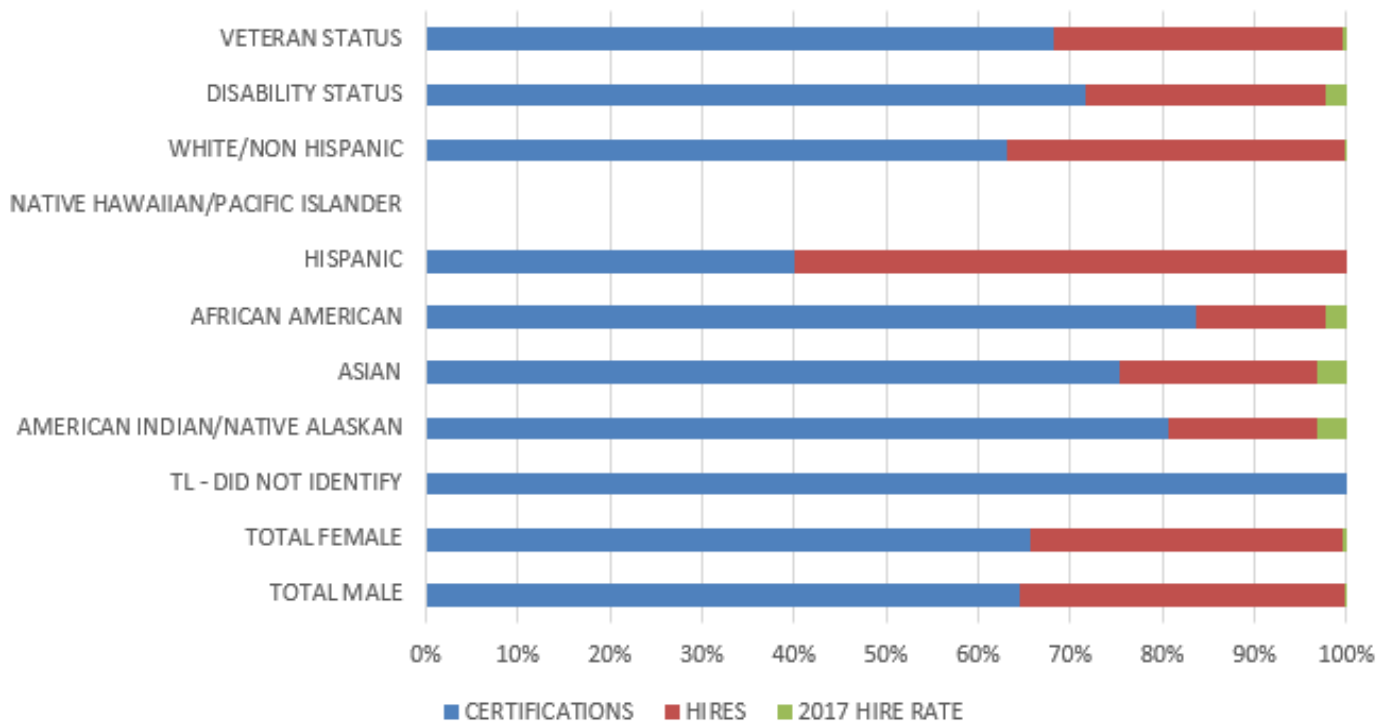
All of the above facts point to a stable classified workforce, hired solely on the basis of qualifications and merit, in the manner set forth under the Spokane City Charter, adopted by the citizens of Spokane.

# PROGRESS

Civil Service has continued to be proactive in enhancing customer service and in increasing workforce diversity through targeted recruitment; creation and implementation of the Diversity Recruitment Committee; implementation of the recommendations of the City Council’s Gender and Pay Equity Study; participation in the Mayor’s 21st Century Workforce; creation of an updated classified recruitment strategy; as well as the following efforts:

- Increased the percentage of persons of color in the classified workforce to 13.3% and adopted a Supported Employment Program.
- Updated the SharePoint site for Civil Service, created in 2016, in order to enhance the provision of information oriented towards improved customer service and ease of use for internal applicants.
- Created and provided a promotional process presentation for Police Officers and posted on SharePoint site.
- Implemented Lunch and Learn Sessions to provide information on Civil Service processes to our internal customers and posted presentations on the SharePoint site.
- Completed and posted Part I of the Classification Plan.
- Conducted continuing analysis of Civil Service testing, certification, and overall hires by departments for classified positions to assess areas for improvement.
- Updated NEOGOV recruitment process to increase clarity for applicants and make improvements on an ongoing basis as needed.
- Conducted random test taker surveys to evaluate testing services.
- Purchased cloud-based item banking/analysis software to aid in efficiency and security.

Certifications and Open Entry Hires

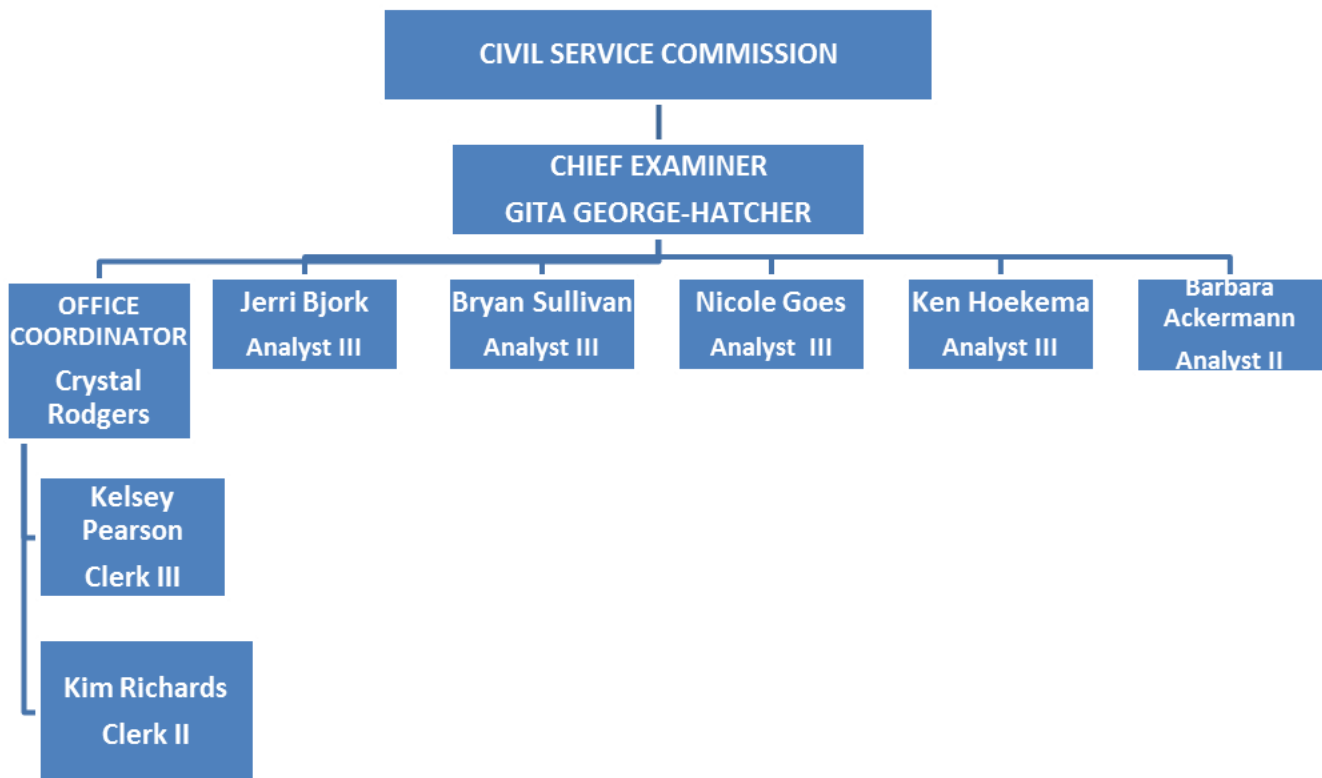


# CIVIL SERVICE TRAINING AND CONTINUOUS IMPROVEMENT

In 2017 Civil Service provided the following:

- **Presentation of Civil Service information at New Employee Orientation**
- **Lunch and Learn Sessions on New Hires, Promotions, Demotions, Transfers, Rule Changes**
- **Staff training on implementing and using item analysis software**
- **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.**

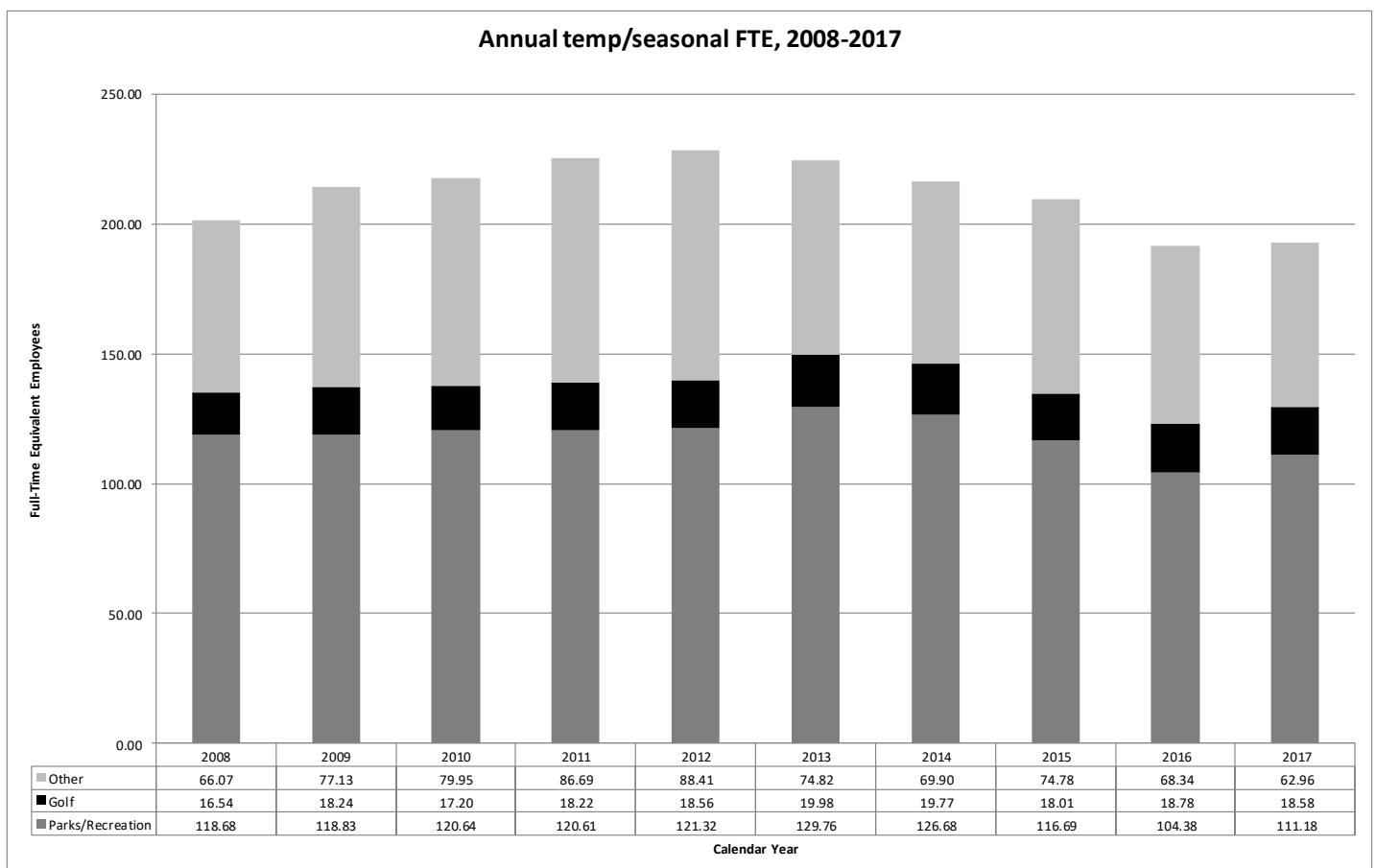
## CIVIL SERVICE ORGANIZATIONAL CHART – 2017



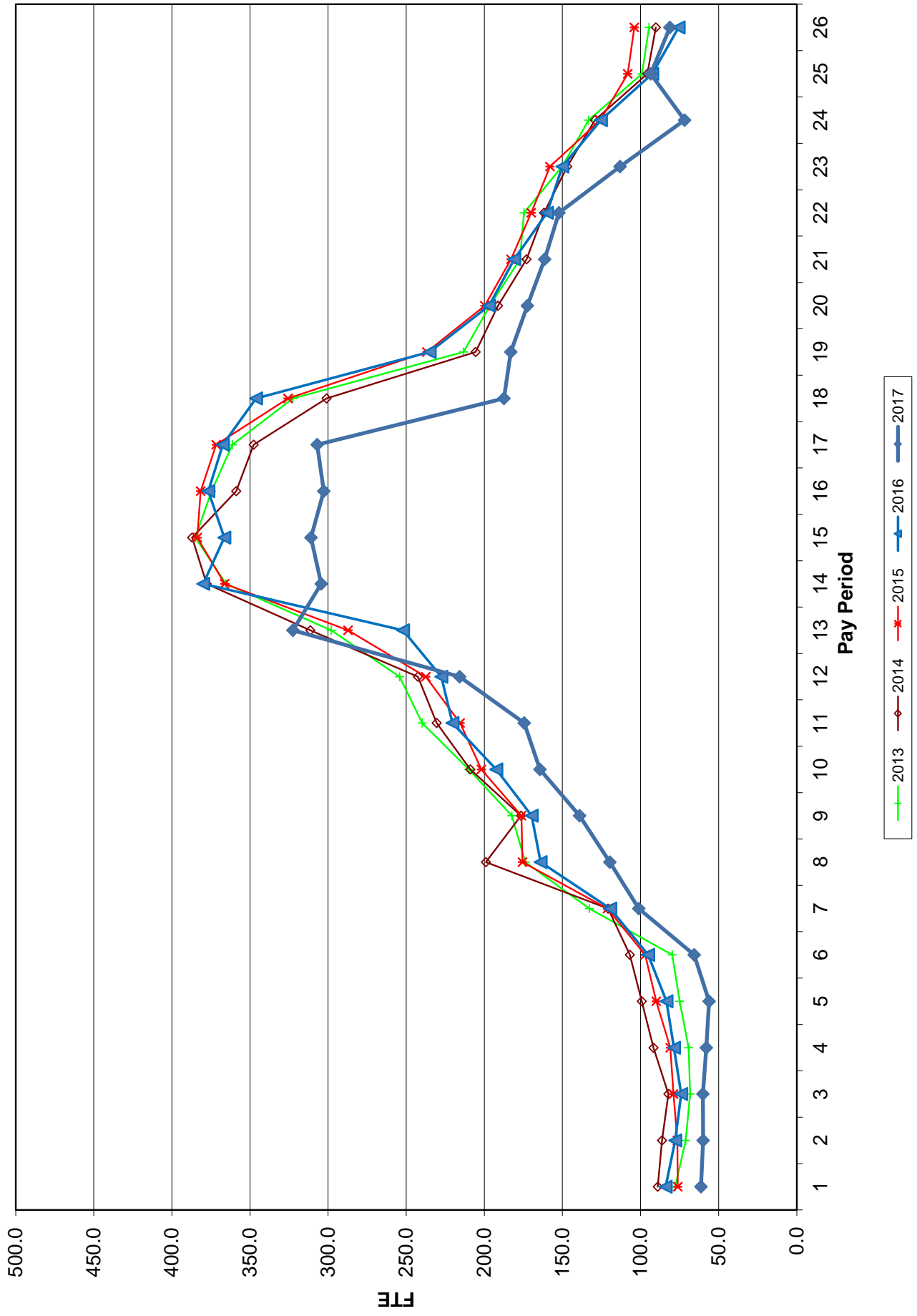
## APPENDIX “A” - TEMPORARY/SEASONAL CITY STAFFING

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.

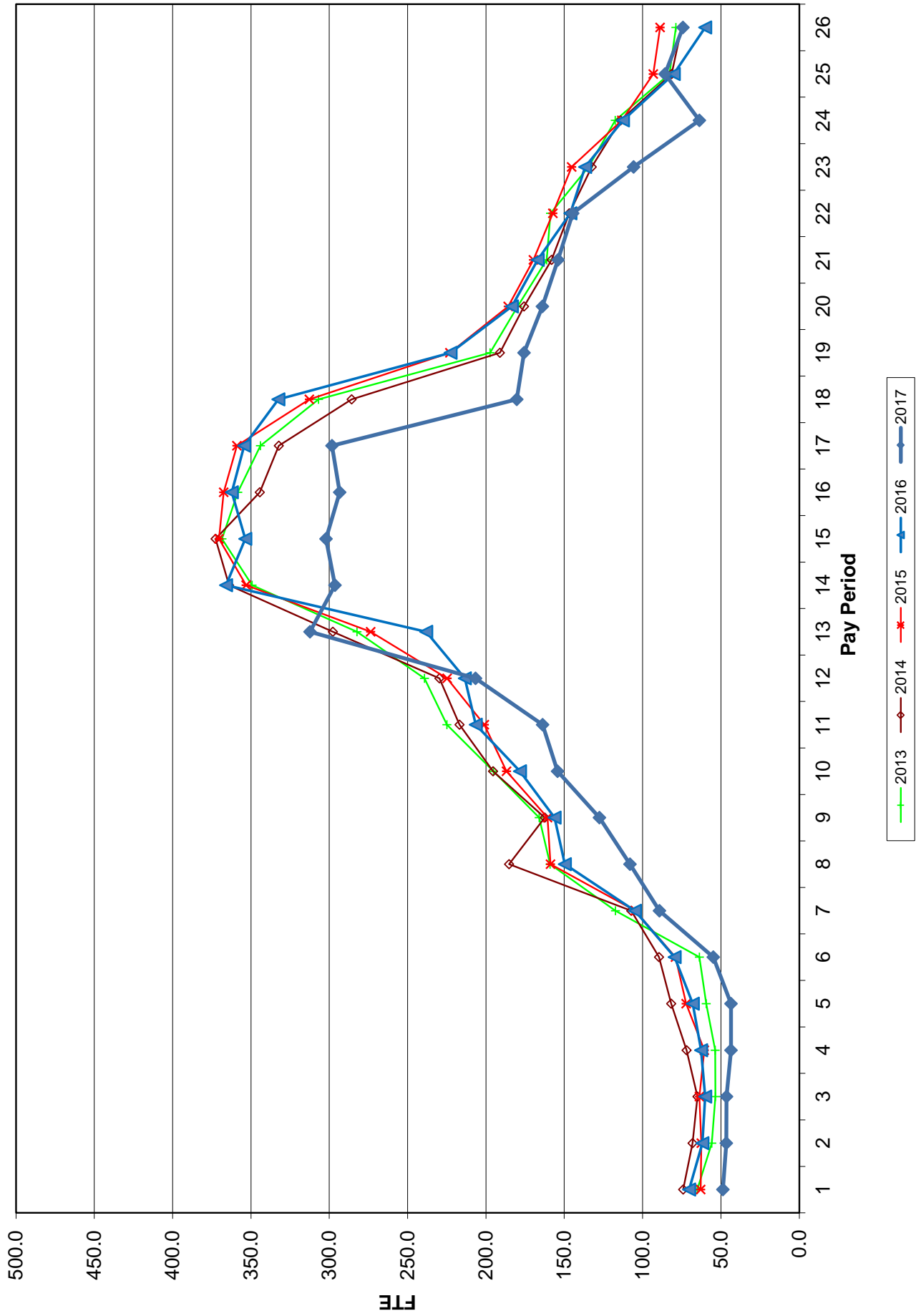
While Civil Service does not play a role in the hiring and termination of Temporary/Seasonal employees, our staff does monitor usage patterns and hours worked by such employees in an attempt to ensure positions are properly classified. Civil Service staff determines the proper classification for, and 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

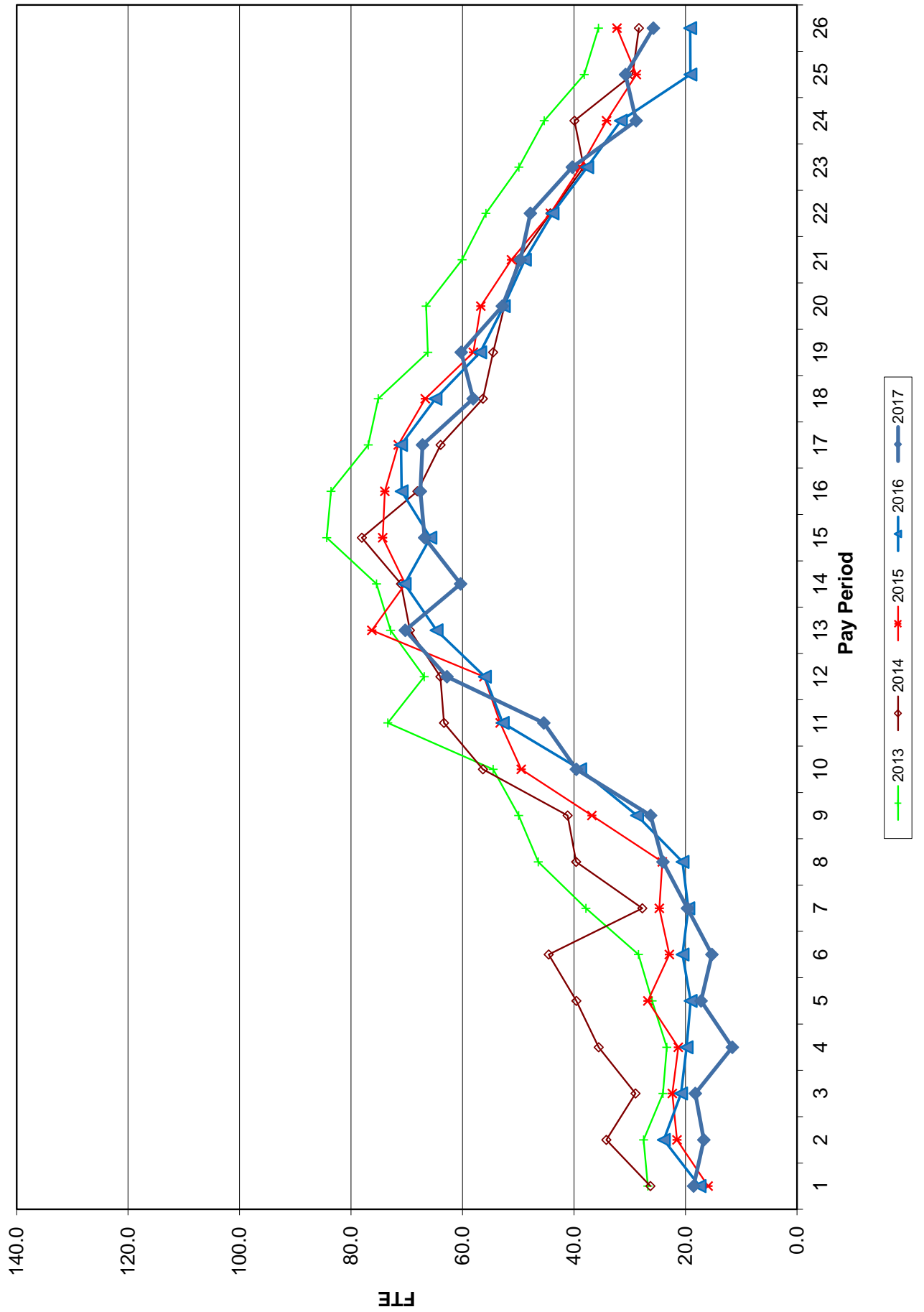


Citywide Seasonal FTE (not including Library)

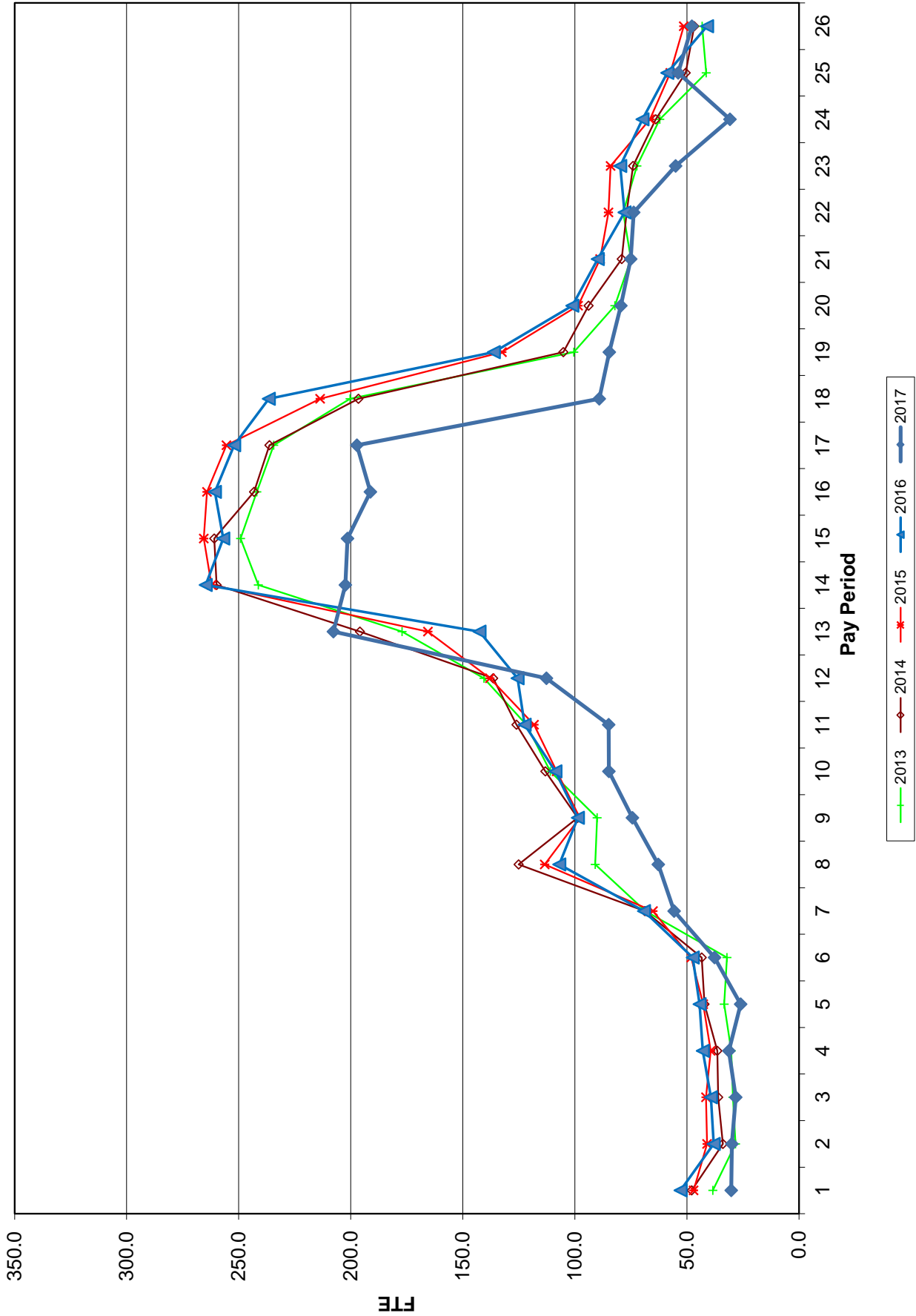




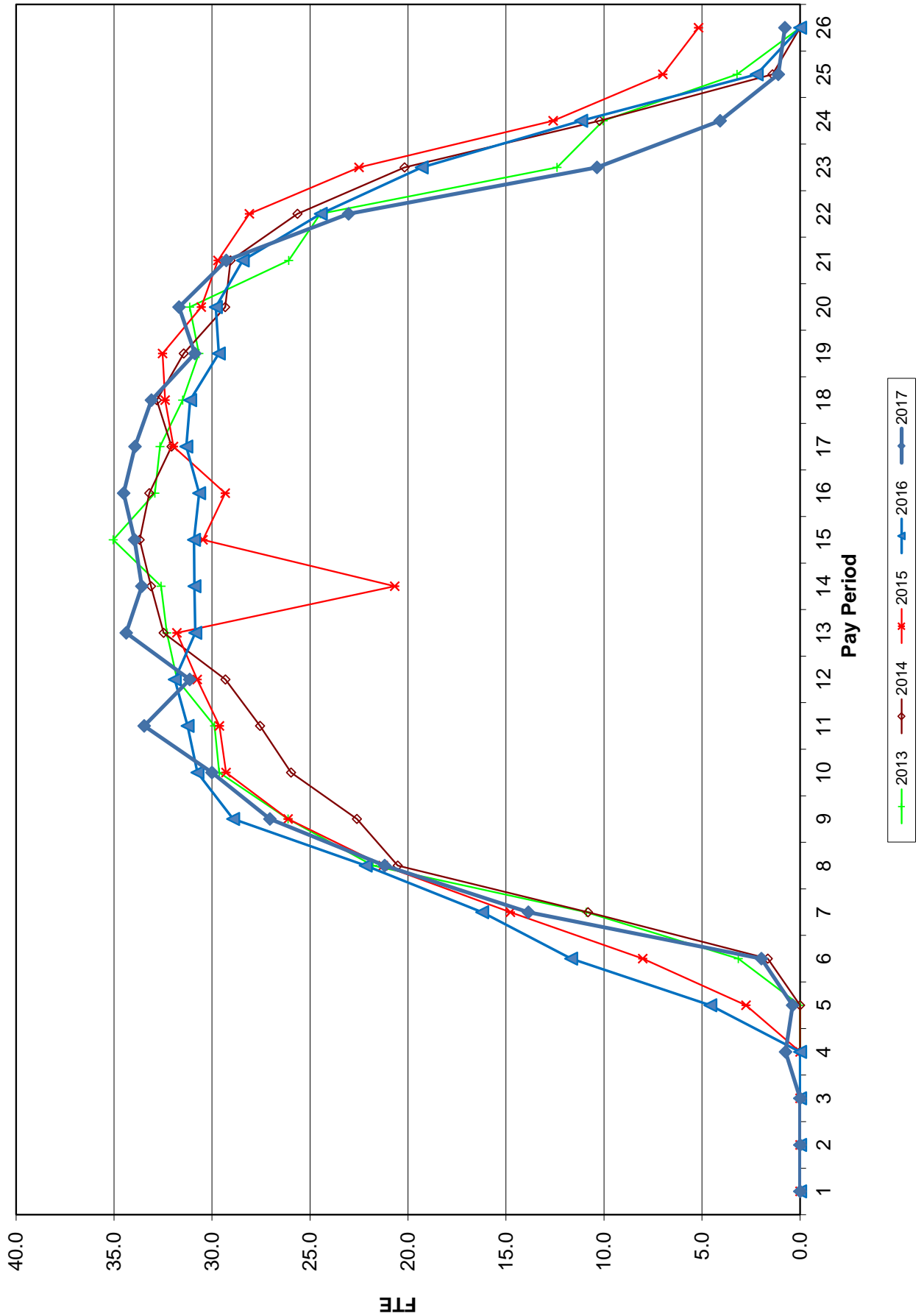
**Citywide Seasonal FTE (not including Parks, Golf, Library)**



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



Golf Seasonal FTE



## **2014–2018 ACCOMPLISHMENTS INCLUDE THE FOLLOWING:**

- Updated task assignment methodology, test methodology, and job content validation methodology.
- Added one Analyst to the staff – the first ever addition to the Analyst staff since the 1970’s.
- Implemented systematic random surveys of test-takers.
- Worked with the Communications team to completely revamp the appearance of the City’s jobs page.
- Transitioned entirely away from paper and pencil applications to online and mobile friendly applications and test scheduling procedures.
- Inserted branding photo and engaging invitation to apply for City positions on the City’s Career Page in NEOGOV.
- Inserted revised EEO language into all City recruitment notifications.
- Increased visibility and reach of recruitments through governmentjobs.com, Social Media and additional websites.
- Implemented the use of Textio, a cloud based program to ensure inclusivity in the language of recruitments.
- Created a Diversity Recruitment Committee inclusive of representation from a variety of communities in the Spokane area.
- Continued to participate in Hiring Workshops and targeted advertising, including the Family Guide, Black Lens, Northwest Alliance, etc.
- Created a Civil Service SharePoint site to provide useful information and guidance to our customers.
- Created an updated recruitment video with employee testimonials.
- Purchased recruitment display board and updated recruitment publications and other materials to take to job fairs which enhance City recognition.
- Took the lead in attending recruitment events in the area and region, while coordinating attendance and activities with Human Resources and participating departments.
- Provided continuous recruitment for hard to recruit for positions.
- Implemented Public Safety Testing after a transportability study was conducted, to provide convenient and continuous written tests for entry level Police Officer and Firefighter, and Candidate Physical Agility Testing for entry level Firefighters.
- Provided job related Assessment Centers for public safety promotional positions.
- Contracted with third party to conduct Adverse Impact Analysis.
- Implemented analysis of recruitment language through Textio.
- Created and posted annual recruitment/testing calendars for open and promotional recruitments.
- Completed staff training on best practices in Job Analysis and Classification.
- Replaced test room furniture and projector, restructured the office layout, purchased laptops and sit/stand desks for staff, all in the interest of providing excellent service and efficiency.

**THANK YOU**  
**FOR**  
**TAKING THE TIME TO REVIEW THIS ANNUAL REPORT**

**We look forward to any feedback you wish to share in order to  
improve our future reports**