

CITY OF SPOKANE
CIVIL SERVICE COMMISSION MEETING
MINUTES
January 20, 2015

Cheryl Beckett, Acting Chair, called the regular meeting to order at 9:30 a.m. Present were Cheryl Beckett, Jim DeWalt, Phyllis Gabel and new Commissioner Mark Lindsey. Craig Hult had an excused absence.

Ms. Cheryl Beckett introduced and welcomed new Commissioner, Mark Lindsey.

Agenda Item I.

Approval of Minutes:

Ms. Beckett introduced the minutes from the regular meeting of December 16, 2014. Hearing no changes or corrections to the minutes, Ms. Beckett stated that the minutes were approved as submitted.

Agenda Item II.

Staff Activities:

The Chief Examiner, Ms. Gita George-Hatcher reported the following statistics for December:

Announcements issued:	2	Classifications revised:	0
Examinations:	54	Classifications new/deleted:	2/0
Requisitions received:	65	Title changes:	2
Requisitions certified:	70	Class Surveys completed:	2
Requisitions pending	37	Class Surveys in progress	10
Requisitions canceled	1		
Average days from department initiation of request to receipt in Civil Service	10.1		
Average days from requisition receipt to certification	1.0		
Average days from requisition initiation to completion (by department)	9.6		
Percentage certified within 24 hours	100%		

The Chief Examiner, Ms. Gita George-Hatcher reported that on December 4, 2014, a half day staff retreat was held. She stated that the purpose of the retreat was to develop team work and establish priorities and goals for the next six months to a year and that they were included in the business plan being submitted to the Commission for adoption.

Ms. George-Hatcher reported that she had been appointed to the Mayor's Advisory Council on Multicultural Affairs and that at their last meeting on January 7, she was invited by the Mayor to deliver a presentation on Civil Service and City jobs that was well received. Ms. George-Hatcher also reported that she presented the Civil Service recruitment initiatives to those present and invited community members to provide input on increasing diversity recruitment. She also thanked both the administration and City Council for their support and assistance to Civil Service.

Ms. George-Hatcher handed out a copy of the recruitment initiatives and that this included a variety of efforts such as attendance at community events, job fairs, community assembly meetings, ethnic community group meetings, and social media.

The Chief Examiner stated that the signed contract was received from NEOGOV and that it would be going to City Council and when approved, implementation would begin. Ms. George-Hatcher also reminded the Commission that we are in the process of evaluating continuous testing for Police and Fire and that this would be presented to the Commission for approval before moving forward. She indicated that cost, applicability and practicality would be considerations with respect to moving forward on this

Ms. George-Hatcher thanked Council member Karen Stratton for initiating a new section 3.07 to Chapter 3.07 of the Municipal Code. Ms. George-Hatcher read aloud the ordinance for the record that *"prior to the City Council taking legislative action to create or fund new exempt positions, the City's Human Resources Department shall provide both the Civil Service Commission and the City Council with an organizational chart for the respective department identifying where the new exempt position fits in the department organization and the reasoning for exempting the position from Civil Service classification. The Human Resources Department shall also provide the City Council with the justification or survey demonstrating the requested salary range, the job description questionnaire and the funding source for the position."*

Ms. George-Hatcher reported that the Mayor had signed off on this ordinance and that the ordinance would become effective January 25, 2015. Ms. Beckett also thanked Ms. Stratton for having assisted us tremendously and commented that SPD had about three different organizational charts in the last year.

Ms. Phyllis Gabel commented that she appreciated us getting the citizen input on recruitment and the social media which will make a big difference.

Ms. Beckett thanked the Chief Examiner for the report and also thanked her as well as the staff for the initiative and the innovations that are occurring on a daily basis in Civil Service and commented that it takes a lot of work and a lot of creativity

Agenda Item III.
2015 Business Plan

The Chief Examiner presented the highlights of the Business Plan for 2015. Ms. Beckett indicated that she had noted a few typographical changes but there was nothing substantive to be changed. Ms. George-Hatcher reported that the budget for 2015 was at .51% of classified payroll for 2014, which is close to the bottom of the range allowed by the City Charter of one half to 1% of the total classified payroll and that evaluation of adequate staffing for Civil Service will be undertaken in 2015 due to serious backlog issues and that the matter will be brought before the Commission to seek additional funding for staffing a project position if that might be appropriate to help with some of the backlog.

Ms. George-Hatcher reported that the goals for 2015 include the implementation of NEOGOV which will facilitate recruitment, applicant tracking, EEO data collection, adverse impact calculation, a test management system and test security; evaluation of continuous testing for Police and Fire which would involve refreshed lists with the tests being administered by a third party. The City already purchases tests for Police and Fire that are administered by Civil Service. Whether the City proceeds with this would depend on whether this would be expedient and cost effective. The unions are also expected to address the Commission regarding this.

Also in 2015, the goal is to continue to develop better relationships with City Administration. Ms. George-Hatcher reported that thus far we have received good support from both City Council and City Administration. She reported that we are also trying to be more vigilant regarding the use of temporary/seasonal employees at the City and that at the last meeting of the project committee there was a unanimous decision to include at each project committee meeting, a discussion of temporary seasonal and employees receiving out of grade pay for lengthy periods. Recently guidance was provided to one of the departments regarding the regulations for personal service contracts per City policy and the IRS regulations. In response to Ms. Beckett's question as to whether there would involvement with Human Resources on these issues, the Chief Examiner responded in the affirmative and reported that the project committee is comprised of Civil Service, the unions and Human Resources.

Additionally, the 2015 goals include a "just in time" approach to have 100% of new eligible lists ready as the old lists as expire unless the classifications had not been not recruited for in many years in which case we would discuss with departments the need for those classifications into

the future. The goals also establish a time period of 8 weeks for brand new and unanticipated classifications to include 3 weeks for development of classification specifications and writing of the examination; 2 weeks for recruitment and 3 weeks to complete exams and establish the eligible lists.

During the latter part of 2014, in the interest of department organization and provision of good customer service, staff updated and adopted internal process and policies to include the updating of class specifications, processes for public records requests, retention of requisitions, checks of promotional evaluations; score review process for candidates among others currently in progress.

Staff has also, as a result of ideas that came out of the staff retreat, been working with IT to develop a queuing system to address customer requests, outline information needed from departments to fulfill the requests, and provide response times. In response to questions, Ms. George-Hatcher reported that this program is in the initial stages of development and that prior to implementation, there will be meetings to introduce departments to the process.

Recruitment is also a focus with goals to attend community assembly meetings; NAACP; MACMA; other community group meetings, and seek out veterans and persons with disabilities.

Prior to the implementation of Initiative-200 Civil Service made aggressive Affirmative Action efforts and at that time, the City's workforce more closely mirrored the community's minority population at 7%. As a result of not having the ability to use some of the tools that provided support in the past, the City's workforce composition has stayed at 6% while the community's minority population has increased to 13%.

Ms. George-Hatcher provided information on the total 2015 operation cost amount of \$858,628 and provided detailed explanation for increases due to promotions, step increases, staff training to promote networking, and keep updated on best practices for job analysis and testing. She also reported on new methodology for staff assignments which would not have a budget impact.

Under Process Information and Statistics, she reported that the number of requisitions had gone up considerably and showed staff responding as quickly as possible with a backlog still existing for other types of services from over a year ago.

Ms. George-Hatcher thanked Mr. Bryan Sullivan for the charts showing temporary seasonal employment patterns between 2004 and 2014. In response to a question from Ms. Beckett regarding whether an analysis had been done to demonstrate any correlation between the use

of temporary seasonal employees and a decline in classified positions, the Chief Examiner reported that this would be a goal for the future.

The Chief Examiner pointed out that Appendix D of the Business Plan shows a correlation between an increase in non-Civil Service positions and a decline in classified employment between 2004 and 2014. In December 2013, there were 1807 Civil Service employees. This decreased to 1763 as of December 2014. In the same period, non-Civil Service employees increased from 94 to 113. She commented that the new Ordinance would be helpful in working with City Administration to ensure that exempt positions being requested are truly justified. Civil Service is not opposed to down the road, having discussions about greater numbers of exempt employees for larger departments.

There were questions from Ms. Beckett on the PAR process and HR Director Ms. Heather Lowe addressed the Commission, provided a description of the PAR tool in progress and the pilot project being rolled out in the next few weeks.

Ms. Beckett called for a motion to adopt the Business Plan for 2015. Mr. Mark Lindsey made the motion to adopt the plan as presented. Ms. Gabel seconded the plan and it passed unanimously.

Agenda Item IV.

Classification Resolutions

Ms. Beckett introduced the agenda item. The Chief Examiner reported on the classifications for adoption and stated that they all had the concurrence of labor and management:

Applications Analyst – SPN 164. The title and classification are being changed to be in keeping with industry standards. The SPN will remain the same and the old title of Programmer will be presented for deletion at the next Commission meeting in order to address the status of incumbents in the current classification.

Education Coordinator – SPN 064. The title is being changed from Solid Waste Education Coordinator to Education Coordinator and the classification revised to create a classification that will have broader utility throughout the City. The Chief Examiner explained that this is an effort to move away from the creation of individual specific classification and in keeping with a true classification system.

Recreation Aide – SPN 670. This is a new classification to replace the classification of Recreation Leader – SPN 695 to be presented for deletion at the next Commission meeting. This is a result

of working with the departments to conduct a revamping of job descriptions and progression lines in the area of Recreation, consistent with industry standards.

Recreation Assistant – SPN 671. This is also a new classification and will replace the classification of Recreation Specialist – SPN 690 to be presented for deletion at the next Commission meeting.

Mr. Lindsey made the motion to adopt the classifications as presented which was seconded by Ms. Gabel. The motion passed unanimously.

**Agenda Item V.
Voiding of List**

The Chief Examiner stated that labor and management were in concurrence to void the list for Water/Hydroelectric Plant Operator that had been in existence since Dec 10, 2013 under Rule IV, Section 14, as a result of substantial changes to the job description and the addition of promotional qualifications. The 11 individuals currently on the eligible register will be notified that they may reapply when a new recruitment is conducted.

Ms. Gabel moved to void the list. The motion was seconded by Mr. Lindsey and the motion passed unanimously.

**Agenda Item VI
Complaint**

Mr. Joe Cavanaugh, President of Local 270 addressed the Commission and provided preliminary comments on temporary seasonal employment in the City of Spokane and background information regarding the use of temporary seasonal positions, and the Memorandum of Understanding with Local 70 that formalized the already existing practice. Mr. Cavanaugh stressed that temporary seasonal employees should be used to supplement and not supplant classified employees. Local 270 expressed concern about a current situation in Business and Developer Services where he believes that a temporary seasonal employee may have been hired to perform work that should be performed by a classified employee. He gave a background of the position in the past and its transition from a Local 270 represented position to an M&P represented position after which a request by the Administration to have the position exempted from Civil Service was denied by the City Council. Mr. Cavanaugh stated that he was assured by management that the individual hired as a temporary seasonal employee was not doing classified work but that he is requesting that Civil Service conduct an investigation of the matter. He expressed his concerns about the possibility that an individual was pre-selected, hired as a temporary seasonal employee while attempting to create a classification to fit the

specific individual and the precedent that this would set. If the investigation does not substantiate his concerns, then there would not be an issue but if the concerns were substantiated, Mr. Cavanaugh would want the situation halted, utilize other available appropriate options in the interim and the position recruited for and filled.

Mr. Cavanaugh explained the use of Project employees and in response to questions from the Commission, provided a background and stated that project employees are able to work for specified periods of time from as little as three months up to a maximum of two years and are able to manage projects and can perform classified "style" work. When there is a temporary seasonal employee functioning at an exempt/confidential level, Mr. Cavanaugh said he had no idea what they person is doing or whether they are displacing a classified person. He stated that this was not the original intent for a temporary seasonal employee. Mr. Cavanaugh said that he is not alleging any illegality or impropriety and is merely requesting Civil Service to conduct an investigation as Civil Service has been and is his resource on these matters. Ms. Beckett said that this would b a preliminary investigation under Rule XI, Section 2 which cold result in a hearing.

Ms. Jan Quintrall, Director of Business and Developer Services came to the podium. Ms. Beckett commented that the Commission was not taking testimony at this time but said that if Ms. Quintrall had information as to why an investigation was not necessary, that she may present it. Ms. Quintrall provided a background of having contacted the Chief Examiner in November to classify the position and was not sure how much longer she would have to wait for that. She said that she needed to provide supervision of projects and hired a temporary seasonal employee until Civil Service delivers the classification back to her so she could hire the person that she needed.

Ms. Beckett asked for a motion to direct staff to conduct an investigation and provide a report in time for the February meeting. Mr. Jim DeWalt made the motion which was seconded by Mr. Lindsey and passed unanimously.

Ms. Quintrall asked regarding the status of the classification. Ms. George-Hatcher responded that the reason for the amount of time taken was because staff had been in the process of conducting a classification review of the existing classification of Office Manager to determine if this classification would fit the work requirements for the requested position. She reported that the survey of Office Manager had just been completed and Ms. Janet Cline, the Analyst assigned to the proposed classification should be contacting Ms. Quintrall shortly.

Agenda Item VII

Other Business

Mr. Cavanaugh, President of Local 270 addressed the Commission on behalf of all the unions and discussed Civil Service' exploration of utilizing outside test administration as in the case of the continuous testing for Police and Fire currently being evaluated. Mr. Cavanaugh indicated he is supportive of where we are at this time but would like to see the Commission clarify outside test administration. He requested that the Commission establish a policy to set guidelines concerning the instances in which outside test administration would be permitted and how outside companies would be utilized for testing processes for the City of Spokane while the existing Civil Service system is safeguarded and security maintained. Mr. Cavanaugh requested that before making commitments to outside test administration, the Commission include the matter on their meeting agenda.

The Chief Examiner agreed that it would be good to have clarification. She reported that there is already existing practice in Civil Service for utilizing purchased tests for Police and Fire as in the case of IPMA for Fire and I/O Solutions for Police. She said it would be important in moving forward, to ensure that Civil Service is undiluted and continues to maintain the authority for certification. She read out a list that included most of the City's comparable agencies for Police and Fire in the State of Washington that have migrated to outside test administration while maintaining their Civil Service mandates intact. She reported that the research on this has been ongoing for over a year with the departments, Civil Service, HR and interested parties. Ms. George-Hatcher stated that the research into alternative testing was initiated solely as a result of concerns for the lack of diversity on the eligibility lists, particularly for Fire but evolved to include Police as well. The lack of widespread recruitment efforts was also a concern.

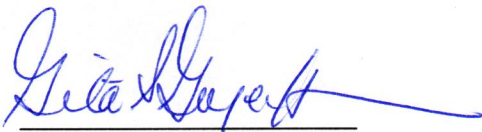
Ms. Beckett commented on the DeStafano case that had national impact and said that the avoidance of discrimination was the impetus to go to a standardized test such as the Candidate Physical Agility test for Fire (CPAT). Mr. Cavanaugh said he understands the direction being taken but is requesting a policy that would clarify and provide guidance on this. He said that Mr. Don Waller, President of Local 29 was unable to be present due to a conflict but that his comments were discussed with all parties.

Mr. David Lewis President of the M&P Association expressed concurrence with Mr. Cavanaugh's comments but also pointed out that his understanding was that this exploration of outside testing was fuelled by concerns of internal staff capacity issues. He urged the hiring of additional staff in Civil Service due to backlog issues and stressed that this would not be a concern about the technical ability of staff. Ms. George-Hatcher thanked Mr. Lewis for his

support of additional staffing in Civil Service and said that it is being separately explored. She stated that the continuous testing issue came to the forefront because of concerns raised regarding the lack of diversity on the eligible registers. The concern with validation of our tests, particularly the physical agility test has also been a driving issue. Additionally, frequent testing would refresh our candidate pool on an ongoing basis and we would not have to inform interested candidates as we do now, that they would have to wait another two years to test if they missed our test. She stated that through external test administration, the City would also receive exhaustive recruitment efforts by the outside agency on our behalf.

Ms. Beckett thanked those present for the information and indicated that there is no action for the Commission to take at this time and that staff will work on a policy and on addressing the staffing issue. She said that this information is not expected back at the next meeting, however. The Chief Examiner reported that the quotes from vendors are in the process of being evaluated, that the Commission has been kept informed regularly on this and that the information on the evaluation of the quotes will be brought back to the Commission at the next meeting in February before proceeding.

There being no additional business to come before the Commission, the meeting was adjourned at 10:35 a.m.



Gita S. George-Hatcher
Chief Examiner