The City of Choice

Civil Service

2019 Annual Report

Richards, Amber

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2019 Quick Statistics

Recruitments	Requisitions
138 (+8%) **11 Repeat**	**419** **46 w/o List (-7%)**

Vacancies Filled	Supported Employment
396 (+8%)	**19 Eligibles on 9 Open Lists**

Staff Turnover	Education and Outreach
Classified: 8.1% **Exempt: 16.6%**	**9 External & 12 Internal Events**

Classifications Maintained	Adjudication
355 at Year-end **71 Reviewed** **37 Revised**	**1 Appeal** **3 Claims** **5 Administrative Complaints**
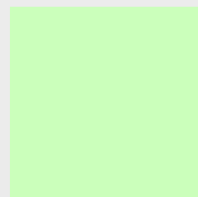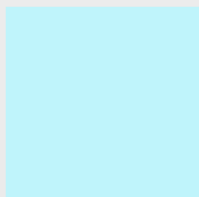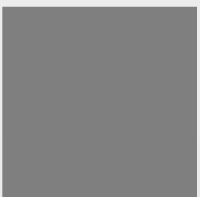
CITY COUNCIL AND ADMINISTRATION

City Council

Ben Stuckart, Council President

District 1

Kate Burke

Mike Fagan

District 2

Breean Beggs

Lori Kinnear

District 3

Candace Mumm

Karen Stratton

Administration

David Condon, Mayor

CIVIL SERVICE COMMISSION

Mark Lindsey, Chair
Uniformed Employee Groups Appointment
January 2015-December 2021. Currently serving second term.

Judith Gilmore, Vice Chair
Civilian Employee Groups/SERS Board Appointment
September 2016-December 2020

Pam DeCounter
Mayoral Appointment
January 2017-December 2020

Craig Hult

Mayoral Appointment

March 2011-December 2021. Currently serving third term.

Scott Stephens

Commission Appointment

August 2017-December 2021

Commission Legal Counsel

Mike Piccolo

Chief Examiner/Director of Civil Service

Amber Richards

CIVIL SERVICE DEPARTMENT ROLE AND RESPONSIBILITIES

The Civil Service Department is in place to safeguard the integrity of the City's personnel system. We do this by using Merit System principles to:

- Recruit a diverse applicant pool, ensuring classified positions are open to all interested individuals, regardless of their status in a protected class, connections or political affiliations,
- Hold fair, open and competitive employment tests to make certain that candidates have the qualifications and appropriate skills to perform the jobs they apply for and that positions are earned on the basis of merit,
- Ensure the City's workforce is being used efficiently and effectively through a well-structured, modern classification system, and by
- Protecting employees against arbitrary action, favoritism, and political coercion by upholding due process rights for employee discipline and terminations to verify actions are taken for cause.

We are a quasi-department with independent authority derived from RCW 41.08 and 41.12 for City Fire and Police, and from Article VI in the City Charter for all other classified staff. Our work impacts the organization as a whole, and affects staff at an individual level on a daily basis. We view ourselves as partners and team players, despite our unique position. Our Vision, Mission, and Strategic Goals align with the merit system principles, as well as the City's Strategic Plan.

VISION, MISSION, STRATEGIC GOALS

Civil Service: Fair. Fast. *Friendly*. ***Forward.***

Providing a diverse, high-performing workforce to serve the Spokane community for generations to come through open, competitive, streamlined, and customer-centric personnel services.

Our goals fall into four broad categories:

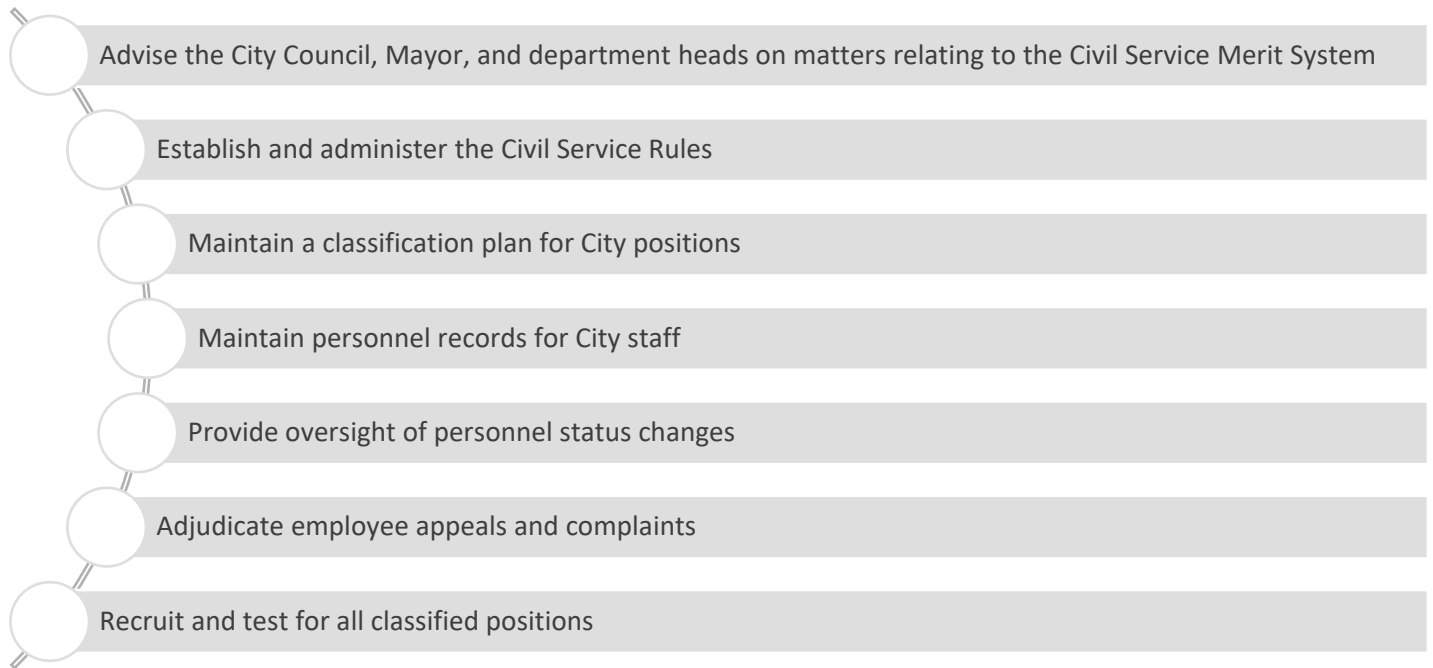| Diversity	Policy and Process	Customer Service	High Performing Organization

We strive to align all of our behavior, actions, processes, and functions with our Vision, Mission, and Strategic Goals. We have adjusted the format and structure of our 2019 Annual Report to relay this information in a manner that captures our work in the context of these guiding elements.

The Department provides an array of general programs and services to support approximately 2,000 City personnel and 350 classifications that fall under the authority of the Civil Service Commission. These predominantly include:

- Advise the City Council, Mayor, and department heads on matters relating to the Civil Service Merit System
- Establish and administer the Civil Service Rules
- Maintain a classification plan for City positions
- Maintain personnel records for City staff
- Provide oversight of personnel status changes
- Adjudicate employee appeals and complaints
- Recruit and test for all classified positions

In addition to the above, the Department provides the following additional services to benefit our customers and stakeholders:

Personnel Records Maintenance: The Department maintains and provides access to the personnel files for all City staff, to include Civil Service and Human Resources documents for both classified and exempt personnel.

Education and Outreach: This generally includes internal and external meet and greet opportunities, lunch and learn sessions, assessment center orientation sessions, hiring events and participation in New Employee Orientation, as well as the production and distribution of our quarterly newsletter, information sheets and other resources.

Employment Branding: This is a new program that is in its infancy. It has been shepherded by Civil Service and is growing into a robust partnership effort between Civil Service and the Communications department. It is designed to highlight the values and culture of the City of Spokane, along with the benefits of living and working in our community.

Recruiting: An ongoing program focused on attracting talented candidates to the City of Spokane by facilitating innovative and collaborative recruiting efforts based on industry best practices.

Supported Employment Program: A special hiring authority and program designed to increase diversity by allowing a waiver of the civil service examination for applicants with qualifying disabilities.

STRATEGIC GOAL 1: DIVERSITY

Diversity	Create an organization that mirrors the demographic composition of the Spokane community

- Develop comprehensive, collaborative recruiting efforts
- Build and promote Supported Employment Program
- Broaden discretion for Appointing Authority through policy
- Create values competencies

2019 was a pivotal year with regard to the efforts in diversity and creating a more representative organization. Civil Service was authorized an additional $64,000 for a project employee marking the first major investment in pursuing the City and Commission's goals in this area. The Department used that funding to hire a Special Projects Coordinator in late April. This position was responsible for developing a comprehensive program around these goals and furthering this work. The major areas of focus this year were centered around building solid foundations for a number of large projects, to include: An employment brand, a recruiting toolkit, and the Supported Employment Program. In addition, we invested energy in cultivating internal and external relationships and partnership development. The long-term goal to make this position a full-time employee within the department, responsible for managing this burgeoning program, was achieved in December when the position was approved in our 2020 budget request. With the addition of this new full-time equivalent staff member, we anticipate sustained progress and evolution in each of the areas discussed below over the course of 2020.

Employer Branding and Recruiting Efforts: These initiatives are separate but very much intertwined and symbiotic. Little had been invested in these areas, however, midway through the year that began to change. In many ways, 2019 was a ground-breaking for both. We developed a recruiting toolkit to address the need for informed, coordinated, strategic recruiting to attract diverse, high-quality, civic-minded candidates in an evolving and highly competitive job market. We have also included a section within the toolkit dedicated to recruiting strategies for police officer candidates due to the difficulties experienced nationwide in this field. Through the process of creating this document, the approach to recruiting and the entire recruiting life-cycle has been revised and modernized. In particular, we have utilized the data available from 2018, along with current industry trends and best practices to identify and select new recruiting platforms that are tailored to our target audiences and provide broader reach. Our focus in 2020 will move away from job fairs and onto social media platforms, direct engagement and local long-term relationship building.

Mid-year, we began exploring and evaluating new recruiting platforms as discussed above. We kicked this effort off by utilizing the City of Spokane LinkedIn page, which is a low-cost, high-visibility platform. We started posting all of our recruitments on this page and simultaneously tried to maintain a consistent, active presence by posting content more regularly. Early results are promising! The page now has a total of 6,085 followers. In the month of December alone we have seen an increase of 273 followers. Our reach just on this platform has increased significantly.

In conjunction with the above, we are tailoring recruitments to help potential candidates connect with and identify themselves in the jobs we are seeking to fill by highlighting distinct aspects and impacts of the work for specific vacancies. This is an industry best-practice and one that links the benefits of public sector work to the fulfilment candidates in the market today are seeking. This practice enables us to leverage an area where City employment may be a more attractive option than private sector employment. Through our partnership with the Communications Department, we are working to develop content and human-interest pieces to generate interest on this site as well as

other targeted social media outlets. More importantly, we have started establishing a "brand" for the organization, which is critical to the success of this effort.

To maximize the impacts of this work, we have taken a more open approach to sharing our tools with Human Resources. We are running all recruitments through NeoGov which creates a consistent candidate experience, regardless of which avenue the candidate pursues during the initial application process. We also started running all City recruitments through the same major recruiting channels instead of only posting our Civil Service positions.

These improvements are designed to elevate the overall candidate experience and provide cost savings to the City by creating efficiencies of scale. In addition, sharing these platforms creates a streamlined and improved experience for hiring managers and should mitigate the reporting challenges we have due to irreconcilable data. We will evaluate the impacts of these changes along with data from our performance measures throughout the coming year so that we can make data-informed course corrections as needed.
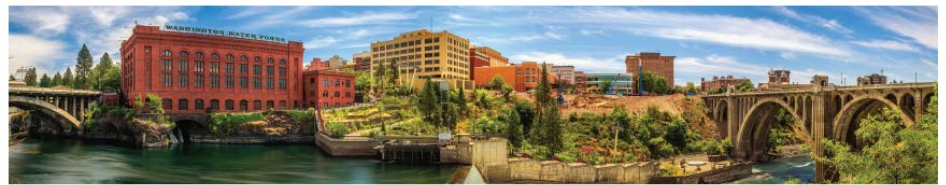
Supported Employment Program (SEP): This program was officially adopted by the Commission in December, 2018. It formally launched in January 2019, and was introduced to the community through a press conference with Mayor Condon, Rep. Cathy McMorris Rodgers and partner organization HireAbility. The work this year primarily focused on education and outreach around the program. These efforts were designed to increase awareness about the Supported Employment Program and the mechanics of how it works.

We hosted and participated in several smaller events throughout the year for this purpose. These set the stage for a much larger event in October where Civil Service, Human Resources, Rotary 21 and HireAbility joined forces to host a Partners for Work event at City Hall to build community and awareness around Supported Employment and to engage local candidates and hiring managers in a direct-hire opportunity for attendees.

City of Spokane Partners for Work

Hear from local HR and hiring manager professionals to learn more about supported employment for people with disabilities. The panel discussion is open to all who are interested in learning more about this topic.

Wednesday, October 16th
808 W Spokane Falls Blvd (City Hall)
Spokane, WA 99201

Supported Employment Panel Discussion:
9:00 to 10:00 a.m.

Interview with Local Business and the City of Spokane:
10 a.m. to Noon (accepting SEP applications for City positions)

The event kicked off with a panel discussion delivered by local business professionals and City staff who shared their experiences employing and working with individuals with disabilities. 30 people participated in the panel discussion and were able to ask questions and learn about the advantages of an inclusive workforce first-hand. The second portion of the event was candidate focused. 10 local businesses conducted on the spot interviews with about 60 candidates. All event participants gained interview experience and several candidates were offered jobs. This was such a great success that we will be continuing these partnerships into 2020 by hosting a spring and fall event that build on the momentum of this pilot.

The culmination of these efforts manifested in a successful first year. We ran spring and fall recruitments for the program and have a total of 19 qualified applicants on eligibility lists for nine different classifications and forged a number of important community partnerships along the way.

Strategic Goal 1: Diversity

Relationship Building: Initial groundwork was laid in this area during 2019 as new relationships were built and strategic partnerships were identified and initiated. A great example of these efforts in action occurred this fall when Human Resources and Civil Service partnered with Whitworth University to offer a Career Trek day. Students from various studies came to City Hall, observed a ribbon cutting event, toured the newly renovated Waterfront Park, met with city administration and finished with a question and answer session with a panel of staff members. Feedback from the event from Whitworth and City participants was very positive. This type of relationship building and direct engagement is incorporated in our 2020 work plan. We will be working to broaden our partner network to include other local universities for related future events. Vigorous and more focused effort will be made in the coming year toward cultivating and managing key internal and external relationships to ensure the success of all our initiatives.

BARRIERS TO DIVERSITY AND INCLUSION

The work accomplished this year did not translate to measurable improvements in the diversity of the applicant pool. That was in many ways expected as the focus of our initial effort was on building a foundation for sustained success in this area rather than taking a near-sighted and purely tactical approach to solving these challenges. Recruiting is one small piece of the solution and a coordinated, multi-pronged effort is needed in order to address this challenge and achieve lasting results in this area.

Two examples provide a bit of perspective on how our current infrastructure creates barriers to diversity. First, the current demographic composition of City staff is 91% White/Caucasian and 79% male. In 2019, Civil Service filled approximately 400 positions, 60% of those were only available to internal candidates. Of the remaining 40% that were open to the external applicant pool, the majority are entry level jobs with inherently lower pay, and limited benefits and upward mobility. This means that opportunities to secure a job with the City are limited, and those that are available might require applicants to sacrifice pay and/or benefits to accept a position. Second, the City does not offer enough flexibility in permanent positions that would appeal to a more diverse applicant pool, such as permanent, part-time positions that offer benefits, job sharing, infant at work programs, or options such as paid parental leave. Our current approach is based on an outdated, one-size fits all mentality, which does not fit the needs of the current workforce.

Pursuing additional special hiring authorities through amending Civil Service Rules, and revisiting bargaining unit contracts will be needed, in addition to broadening the options for permanent employment with the City. This could include things such as offering regular part-time employment and job-share opportunities, greater schedule flexibility, comprehensive benefits that are structured around the needs of the workforce, and changing the culture of the organization to embrace diversity and inclusion efforts. These are major undertakings which will require significant dedicated resources, and teamwork across the organization.

PM Goal: To have an organization that is demographically representative of the community we serve.

The data indicates small declines in applicants in each protected class from 2018. This could be due to the addition of an "unknown" category candidates now have the option of selecting, and the issue related to reporting discrepancies that occur as a result of data that does not reconcile. Another possible factor could be the high volume of public safety recruiting that occurred in 2018 that was not replicated in 2019, particularly in regards to the number of veteran applicants. A notable anomaly reflected in the data this year is that it includes candidates who applied for non-classified (exempt, temp/seasonal, and project employee) recruitments. Interestingly, we had fewer candidates this year than last year despite using this platform for the full range of recruiting conducted by the City. This could be reflective of the limited candidate pool and highly competitive market, though it is more than likely a combination of issues and challenges.

2018 HISTORICAL DIVERSITY DATA

Applicants by Gender:

Gender	Number	Percent	2018 Hires	Hire Percent	# Classified Staff	% Classified Staff	City[1]Population	County Population
Female	1820	35.8%	63	31%	402	21%	51%	50%
Male	2609	51.4%	141	69%	1541	79%	49%	50%
Non Binary	6	0.1%	n/d	n/d	n/d	n/d	n/d	n/d
Did not Identify	643	12.7%	n/d	n/d	n/d	n/d	n/d	n/d

Applicants by Race/Ethnicity:

Race/Ethnicity	Number	Percent	2018 Hires	Hire Percent	# Classified Staff	% Classified Staff	City Population	County Population
American Indian/Native Alaskan	77	1.5%	3	1.4%	30	1.5%	1.8%	1.8%
Asian	132	2.6%	4	1.9%	33	1.7%	2.8%	2.4%
African American	147	2.9%	5	2.5%	20	1.0%	2.3%	2.0%
Hispanic	265	5.2%	7	3.4%	50	2.6%	6.2%	5.7%
Native Hawaiian/Pacific Islander	36	.7%	1	0.5%	2	0.1%	.8%	0.6%
White/Non-Hispanic	3611	71.1%	171	84%	1761	91%	81.5%	84.6%

Other protected Classes:

	Number	Percent	2018 Hires	Hire Percent	# Classified Staff	% Classified Staff	City Population	County Population
Persons with Disabilities	322	6.3%	15	4.7%	n/d	n/d	12.4%	10.9%
Veterans	553	10.9%	34	11%	n/d	n/d	8%	8%

2019 DIVERSITY DATA

2019 Applicants by Gender:

Strategic Goal 1: Diversity

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[1] City/County data for both race and gender retrieved from:
https://www.census.gov/quickfacts/fact/table/spokanecitywashington,spokanecountywashington/PST120217#PST120217

Gender	Number	Percent	2019 Hires	Hire Percent	# Classified Staff	% Classified Staff	City[2] Population	County Population
Female	1575	30.1%	51	31.3%	513	24.1%	51.3%	50.4
Male	2451	46.8%	103	68.7%	1616	75.9%	48.7%	49.6%
Non Binary	15	0.3%	n/d	n/d	n/d	n/d	n/d	n/d
Did not Identify	50	1.0%	n/d	n/d	n/d	n/d	n/d	n/d

2019 Applicants by Race/Ethnicity[34]:

Race/Ethnicity	Number	Percent	2019 Hires	Hire Percent	# Classified Staff	% Classified Staff	City Population	County Population
American Indian/Native Alaskan	68	1.3%	0	0%	17	0.8%	1.9%	1.8%
Asian	121	2.3%	0	0%	29	1.4%	2.6%	2.4%
African American	125	2.4%	3	1.8%	22	1.0%	2.2%	2.0%
Hispanic	225	4.3%	6	3.7%	50	2.3%	6.5%	5.9%
Native Hawaiian/Pacific Islander	42	0.8%	0	0%	0	0%	0.8%	0.6%
White/Non-Hispanic	3328	63.6%	124	76.1%	1911	89.8%	85.1%	84.3%
**Unknown	1160	22.2%	23	14.1%	36	1.7%	n/d	n/d

Other protected Classes:

	Number	Percent	2019 Hires	Hire Percent	# Classified Staff	% Classified Staff	City Population	County Population
Persons with Disabilities	187	6.9%	6	4.8%	n/d	n/d	12.4%	10.9%
Veterans	207	7.7%	10	5.4%	n/d	n/d	7.9%	19.8%

2019 Applicants by Source and Race/Ethnicity:

Source*	American Indian	Asian	Black	Declined to Respond	Hispanic	Hawaiian Pacific Islander	White	Unknown	Total	Percent
City Employee	5	9	26	18	20	1	466	7	552	10.5%

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[2] City/County data for both race and gender retrieved from:
https://www.census.gov/quickfacts/fact/table/spokanecitywashington,spokanecountywashington/PST120217#PST120217

[3] Available census information utilizes categories that don't reconcile with categories in NeoGov or PeopleSoft resulting in additional data discrepancies. There are also differences in the categories tracked in NeoGov (CS) versus PeopleSoft (HR) that result in unreconciled numbers and minor data discrepancies. Additionally, the Hire Percent columns in b ethnicity reflect data for individuals hired from open processes only and is inclusive of exempt h veteran hires include both open and promotional processes. Last, the overall numbers may be skewed since this is now a shared resource so data will be at least partially inclusive of classified, exempt, project, and temp/seasonal recruitments.

Strategic Goal 1: Diversity

[4] Unknown is a new category listed under race/ethnicity so no comparative data is currently available.

Source									Total	Percent
Craigslist	0	0	0	0	0	0	2	0	2	<0.1%
Social Media	2	4	2	0	1	1	31	0	41	0.8%
Friend / Family Member	4	3	4	6	16	3	184	2	222	4.2%
Government Jobs	6	25	27	31	54	15	504	23	685	14%
Hiring Workshop	1	0	0	0	0	0	2	0	3	<0.1%
Indeed	26	42	38	50	78	11	1016	39	1300	25%
Job Fair	0	0	0	0	0	0	5	1	6	0.1%
LinkedIn	0	1	0	2	0	0	28	1	32	0.6%
City Website	19	28	16	39	36	8	844	25	1015	19%
Other	5	8	12	20	20	3	234	7	309	6%
Traditional Media	0	0	0	0	0	0	6	0	6	0.1%
Unknown	0	0	0	0	0	0	2	1055	1057	20%

2019 Applicants by Source and Gender:

Source[5]	Declined to Respond	Female	Male	Non-Binary	Unknown	Total	Percent
City Employee	3	186	353	2	8	552	11%
Craigslist	0	0	2	0	0	2	<0.1%
Social Media	0	23	18	0	0	41	0.8%
Friend / Family Member	2	69	146	0	5	222	4.2%
Government Jobs	8	215	441	1	20	685	13%
Hiring Workshop	0	1	2	0	0	3	0.1%
Indeed	18	615	638	3	26	1300	25%
Job Fair	0	2	4	6	0	7	0.1%
LinkedIn	1	15	14	1	1	32	0.6%
City Website	11	355	620	5	24	1015	19%
Other	7	91	2032	3	5	309	6%
Traditional Media	0	2	4	0	0	6	0.1%
Unknown	0	0	2	0	1055	1057	20%

<mark>**PM Goal: Increase number of unique visitors by 600 quarterly.**</mark>

Strategic Goal 1: Diversity

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[5] Association of Washington Cities, Careers in Government, Glassdoor, GSI Jobs Board and Monster were sources used but are not reflected in the two tables above because their applicant yields were zero.

2019 LinkedIn Visitor Metrics:
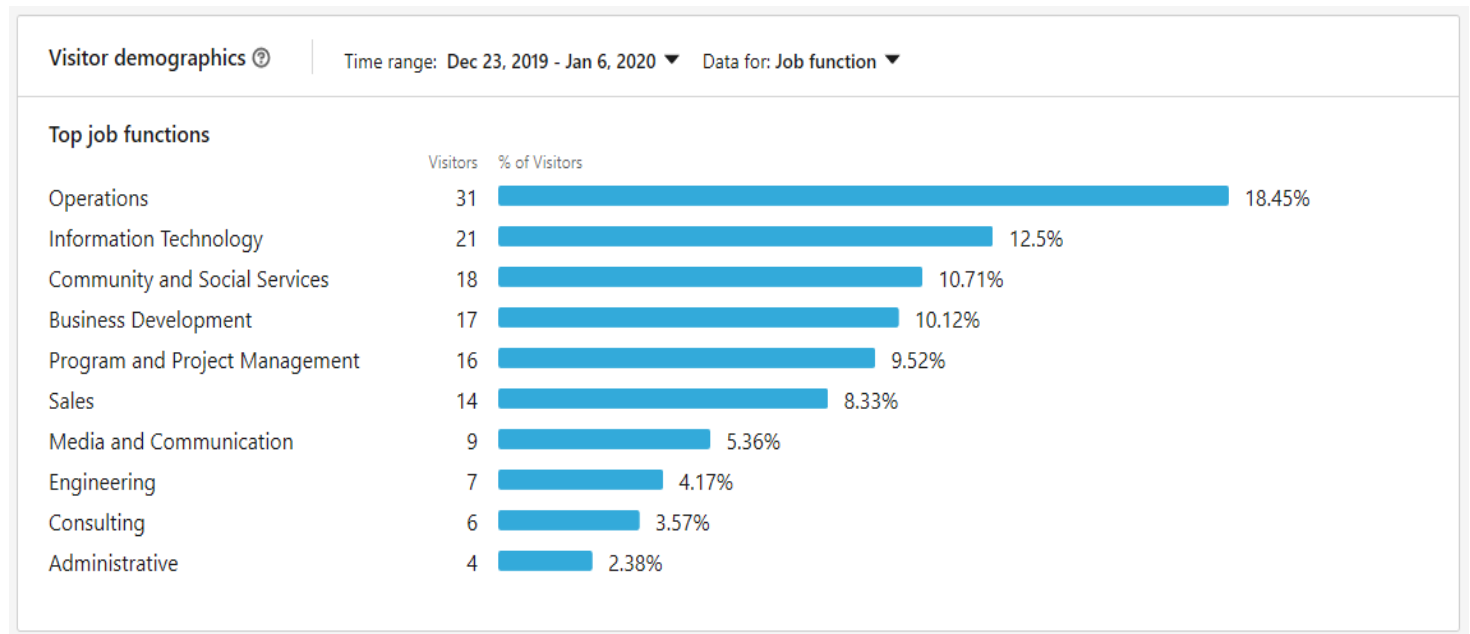
PM Goal: Increase the number of organic followers by 300 quarterly.

2019 LinkedIn Follower Metrics:

STRATEGIC GOAL 2: POLICY AND PROCESS

Strategic Goal 1: Diversity

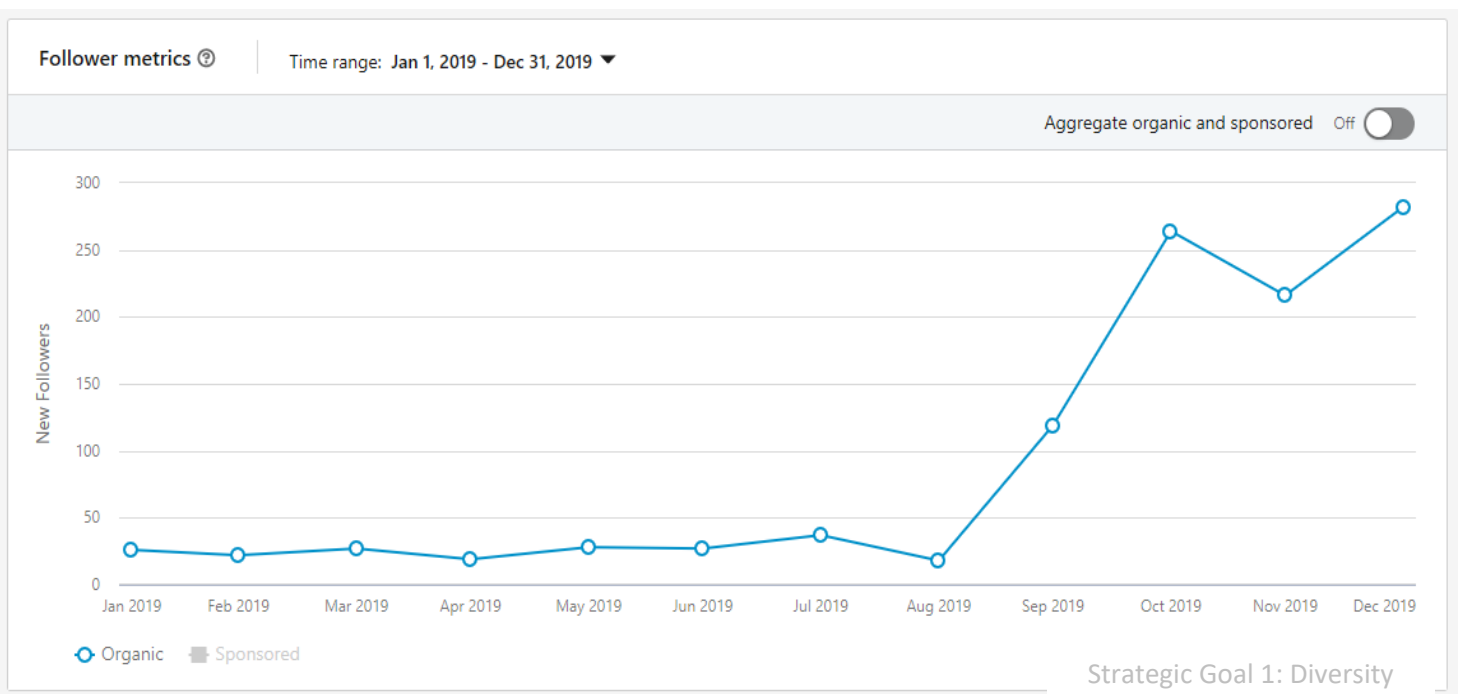| Policy and Process	Create a proactive and responsive structure and processes to meet the changing needs of the City
	• Revise rules
	• Develop Classification Plan
	• Develop Testing Plan
	• Create modular testing structure

Work accomplished in this strategic area sets the foundation for all of the core functions performed by Civil Service. Creation and revision of these infrastructures is complex, arduous, and multi-faceted. Changes in these bodies of work are impactful in many ways at the individual, organizational, and community-wide levels; as such, they require extensive communication, nurture, and shepherding, often over the span of several years.

As we work to move these efforts forward, we are paying specific attention to experiences that provide our team with opportunities to learn and grow – building on our successes, learning from our mistakes and incorporating lessons learned into our processes. One area in particular that continues to pose a challenge for us is communication. Civil Service is somewhat austere by design, due to our unique position in the organization. This presents a significant impediment as we are not included or represented in official communication channels in the same manner as other departments. Maintaining direct, in-person communication to the degree necessary to effectively communicate and build the trust needed to implement large-scale initiatives is incredibly challenging and time consuming. We recognize this disadvantage and have adjusted our team structure slightly in an attempt to create more bandwidth among key staff to actively, regularly communicate about our work next year. More information regarding team structure can be found in the High-performing Organization section of this report while progress for each of the major efforts initiated related to policy and process are noted below.

Rule Revisions: Several superficial changes were made to the Civil Service Rules this year, to include revising Rule 2.38 the definition of promotion, adding language to allow for the use of automatic disqualifiers for police in Rule IV, Section 16, and changing the language regarding probationary periods in Rules V, Section 10 and VI, Section 14. More importantly, efforts have been underway for several months to work through a series of more comprehensive rule changes that are designed to create better readability and easier navigation and comprehension of the document. These changes will also address several issues that were identified throughout the course of 2019. More importantly, they mark the initial efforts to modernize and reform the system.

Classification/Test Plan Work: This work has been merged into a joint effort we are calling the Comprehensive Classification and Test Development Plan. Classification is the foundation of the entire personnel system for the City of Spokane, yet no formal classification plan exists for this organization. Ideally, classification studies are done for the entire organization simultaneously, and occur at regular intervals occurring between five and seven years. In January, Civil Service contracted with Koff & Associates to assist with the development of a formal classification plan and to undertake a comprehensive classification study of all administrative and clerical classifications throughout the City, classifications within the Development Services Center, Code Enforcement, Engineering, and Planning Departments. This is a major undertaking and, despite the limitations of the study, represents the first major class study initiated for this organization.

In conjunction with the work performed by the consultant, the Civil Service team executed classification studies for the Accounting, Upriver Dam, Community Housing and Human Services (CHHS) Departments and the Public Defender's Office. We worked to incorporate a defined structure of class concepts to ensure alignment with the plan being developed by Koff & Associates. The Public Defender I classification was updated, the Accounting study was completed pending final adoption, and the two lines of progression in the CHHS department are expected to be completed in

January. The remaining classifications also proceeded to the late steps of the study process; steps include review of new specifications by staff in each position, supervisors and management, and bargaining unit representatives for each class.

In December, the Department again contracted with Koff & Associates to assist with additional classification study work for 2020 for the Police, Fire, Human Resources, Civil Service, and Information Technology Departments, as well as all IT-related classifications embedded in departments throughout the organization. Similarly, our team will undertake smaller class studies throughout the year in conjunction with this work. Through these experiences, we are developing a solid process for conducting comprehensive studies and expect to gain more efficiency as we continue to focus on quality work in improving job classification structure and content for all classified City jobs. More information and analysis of the impacts of this body of work are discussed below in the Department Administration and Operations section.

Testing Structure: Historically, our text development structure has been linear and lengthy. All the work related to test development, testing and recruitment were accomplished by individual analysts and little was done to standardize and measure test development timeframes or outcomes. We are working to revise this process into a modular structure that is accomplished by a joint analyst and administrative team. The classification work discussed above ties into this because job analysis will ideally be completed well in advance of test development, not as the initial step as it currently exists. These changes will increase bandwidth for analysts by creating more bandwidth to focus on their core work rather than administrative tasks and will simultaneously shorten the test development lifecycle by restructuring work flow. These improvements will occur in conjunction with revisions to our testing model. We are moving to a competency based structure where we will have pre-developed test items that can be quickly assembled into an exam. This is an important step in reducing time to hire. The graphic below depicts the changes and anticipated outcome of these improvements, which should reduce the timeline by half. We are also leveraging Asana, which is a project management tool that will allow us to better capture this data beginning January 1, 2020. This will enable us to track and measure the work flow timeline, providing greater visibility into issues that cause delays so we troubleshoot those to improve our overall process.

Current Standard Test Development Cycle

Requisition Received	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	...	12
	Test Development						Exam Plan	Strategic Goal 2: Policy and Process	...uced

Revised Standard Test Development Cycle

Annual - Ongoing Classification and Item Development Work						Requisition Received	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Annual & Anticipated Work Load	Prep PDQ Distribution	PDQ Distribution & Collection	Analyze PDQ's - Spec changes including MQ go back to Classification	Competency Mapping & Test Blueprint developed	Question Bank Developed		Test Assembly	Recruiting (Exam Plan & application screening)		Test Administration	Post-test Analysis	List Produced

POLICY AND PROCESS PERFORMANCE MEASURES

These are under development. We could not create measures without a formal process or established standards and timeframes. That work was accomplished this year. These new processes will followed so that we can accurately track and measure our timeframes. As data is collected and analyzed in Asana, we will be able to create benchmarks and goals for improvement. We anticipate reporting will be available during 2020 and included in the next annual report.

Customer Service

Provide exemplary customer service to applicants, employees, and hiring managers
- Define Civil Service in practical terms
- Create/Update outreach and informational materials
- Improve service expectations and delivery
- Promote value

Civil Service is primarily in place as a benefit to the taxpayers who fund this organization. As stewards of the City's most important asset, we have a fiscal responsibility for managing employees with the short and long-term public interest in focus. Citizens, residents, the external applicant pool and hiring managers are by far, our largest group of patrons. To a lesser extent, we provide services to current and former classified staff. We have made significant progress in enhancing our service delivery this year, the majority of these were centered around foundational improvements in several areas with more substantial, focused improvements planned for 2020.

Surveys: The Commission requested an internal customer satisfaction survey be initiated in 2019. With this direction, staff worked with internal stakeholders to create a 10-question survey, which was issued to all City staff in October. We received 348 responses which provided an initial benchmark that we plan to use to establish future performance measures to track our progress in this area. After an initial analysis, we found that overall the results were positive. We also identified three areas for improvement based on the trends found in the data. We will continue to analyze the information to look for additional areas where improvement may be needed. We anticipate re-issuing this survey every three years.

In addition, department staff created and issued a candidate satisfaction survey for external applicants applying to open recruitments and a hiring manager satisfaction survey. The former was issued following seven recruitments during the latter part of 2019. We received a total of 286 responses, which although limited, are already indicating some interesting trends. We will continue to issue this survey regularly to gather, analyze and use the data to inform our process improvements throughout 2020. Results from both surveys are provided below in the performance measures section.

Main Survey Trends

Many of our processes take too long, which places strain on the organization.

There are a large number of staff who have not used the NeoGov platform or we can assume are not generally familiar with it.

Customer service is generally good when we provide it, but there are often delays in our response that creates frustration for our customers.

Education and Outreach:

In 2019 Civil Service offered four Lunch and Learns, covering topics such as: Date in Class, Job Analysis, Promotional Process, and Navigating NeoGov. Total attendance for all sessions combined was 70. The Promotional Process session had the highest attendance of the four, topping out with 31 attendees.

In the last quarter of 2019 Civil Service began presenting at internal, offsite all department meetings. These outreach sessions are an opportunity for Civil Service to meet current staff members where they are, build relationships and answer any Civil Service related questions employees may have. Presentations were made at the Water and Streets

Departments this fall to an estimated 150 staff members. We will continue this new outreach strategy in 2020 and hope to increase attendance with each session.

In addition, Civil Service was provided with 15 minutes to present to employees during New Employee Orientation (NEO), which is an event that is hosted by Human Resources every other month. This provides us with six great opportunities to introduce our team, discuss the value of Civil Service, as well as to connect with and provide resources to staff who are just joining the City.

More recently, we created a quarterly newsletter called *Merit Matters.* The first issue was published in October. We will use this platform to more actively inform internal customers of new or interesting Civil Service topics. The first edition had a 23.4% open rate and a 4.3% click rate. We will monitor this over time to see if we can learn anything from the data to adjust or improve the content as we go.
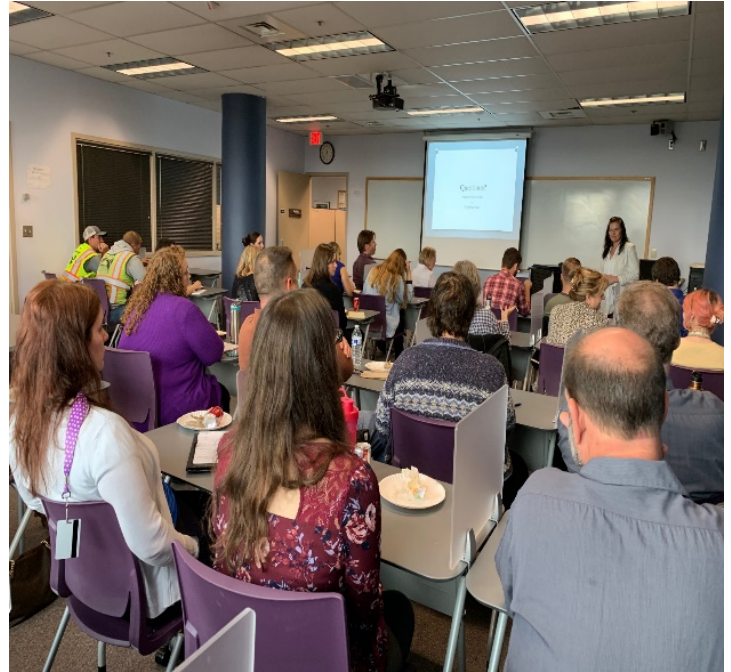
To complement the internal outreach efforts discussed above, we invested in a couple of key areas that target both internal and external groups, to include the creation of informational sheets and website updates. The initial series of informational sheets are designed to provide easier access to important information and to explain our processes more clearly. These are available on our public-facing website, internal SharePoint site and in the new information hub located in the Civil Service Office.

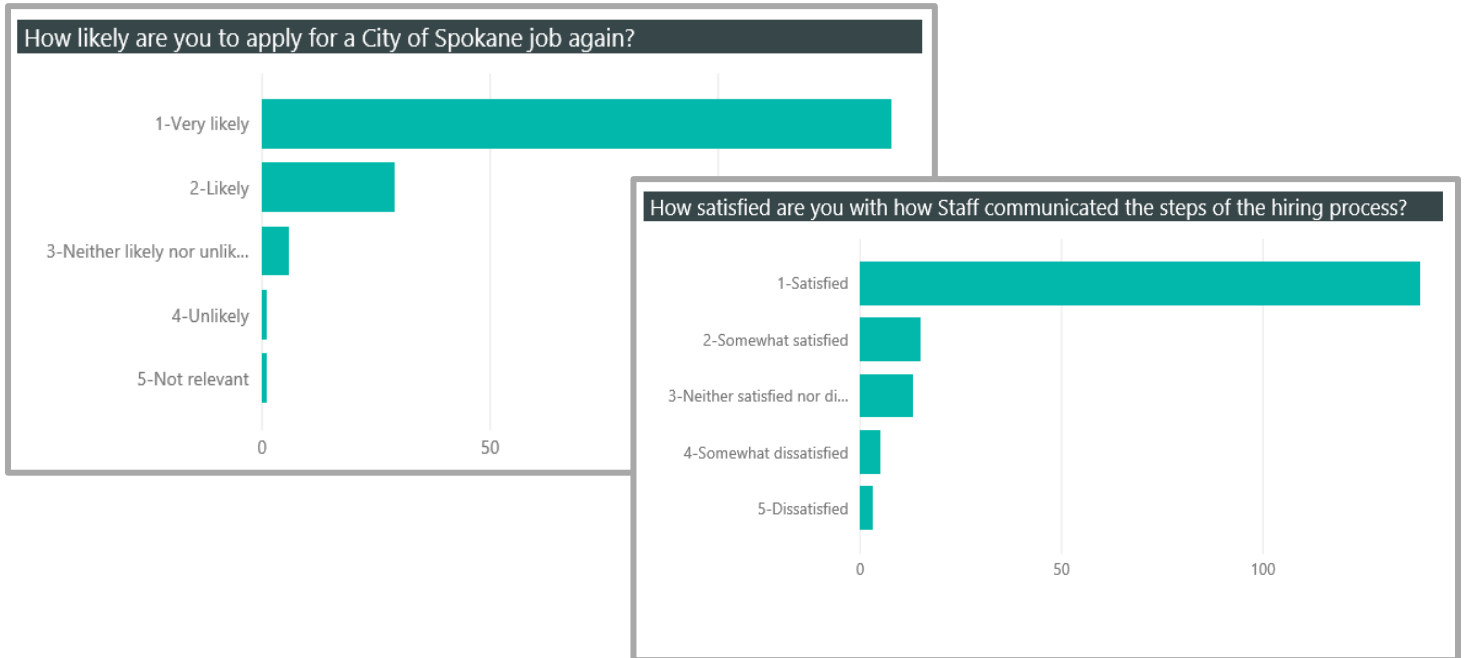Website updates occurred during the second quarter and focused on improving accessibility and relevance of content on the City of Spokane Career webpage for classified positons, the Supported Employment webpage, the "Why Spokane" webpage and our internal SharePoint webpage. These updates were intended to provide improved user navigation, clear and concise language and be more visually appealing to our customers. Improvements to the user interface on the City Jobs page are underway as well but were not completed in 2019.

Office Reconfiguration and Cleanup Efforts: The layout of the Civil Service office was not overly welcoming or functional and did not make good use of the space available. During the last quarter, we incrementally reconfigured the office layout to address these issues, and to accommodate the addition of two new full-time employees. During the reconfiguration, we invested time and effort into cleaning and purging clutter that had accumulated in the department over the years. We have adopted the mantra of doing the best with what we have, and with that in mind, have created a bright refreshed space with a formal reception area complete with seating for visitors, an information hub, additional staff "cubicle areas", and a "collaboration station". We also organized the vault and refreshed the testing room space. These upgrades have improved the flow and function of our office space and mitigated several safety concerns all at a minimal cost. The Civil Service Office is often the first exposure candidates have in a City facility and that first impression is important to get right. These changes have improved our general appearance and will make a difference in this area.

Strategic Goal 3: Customer Service

PM Goal: Maintain level of applicant satisfaction - More data needed.

External Applicant Satisfaction Measures (286 Responses):

How likely are you to apply for a City of Spokane job again?

1-Very likely	
2-Likely	
3-Neither likely nor unlik...	
4-Unlikely	
5-Not relevant	

How satisfied are you with how Staff communicated the steps of the hiring process?

1-Satisfied	
2-Somewhat satisfied	
3-Neither satisfied nor di...	
4-Somewhat dissatisfied	
5-Dissatisfied	

PM Goal: TBD – More data needed.

Applicants Who Scheduled but did not Attend a Test Session (6 Responses):

What was the reason for not attending your scheduled testing session?

Attribute	Count	Percent
I could not take the time off from work	4	67%
Something unexpected came up	2	33%
Total	**6**	**100%**

Which of the following options would have the greatest impact on your applying for this job in the future?

Attribute	Count	Percent
Ability to schedule and take tests at my convenience	2	33%
Different testing location with free parking	1	17%
Scheduled tests in the evenings and weekends	3	50%
Total	**6**	**100%**

Applicants who did not Schedule a Test Session (6 responses):

What was the reason for not attending your scheduled testing session?

Attribute	Count	Percent
I could not take the time off from work	2	33%
I lost interest in the position	1	17%
I was unable to travel to Spokane to take the test	1	17%
I was unavailable during the set dates and times	1	17%
Other (please specify)	1	17%
Total	**6**	**100%**

Which of the following options would have the greatest impact on your applying for this job in the future?

Attribute	Count	Percent
Ability to take tests outside of Spokane	2	33%
Different testing location with free parking	1	17%
Other (please specify)	2	33%
Scheduled tests in the evenings and weekends	1	17%
Total	**6**	**100%**

PM Goal: Increasing hiring managers confidence in candidates by 25% in 2020 – More data needed.

Hiring Manager Candidate Confidence Rating (8 Responses)

How confident were you that the candidates on your list were qualified to do the work?

Answered: 8   Skipped: 0
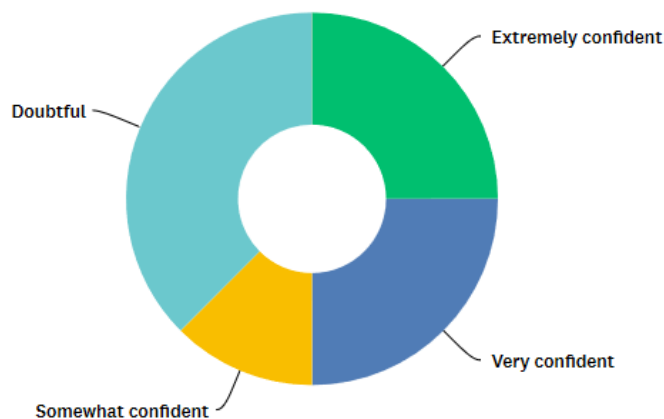
PM Goal: Increase weighted average to 4.0 or above for customer service, quality and responsiveness measures.

Internal Customer Satisfaction Survey Results (348 responses) – Overall Customer Service:

Please rate the overall customer service provided by the Civil Service team (on a 5-star scale with 5 being highest):

Answered: 325   Skipped: 23
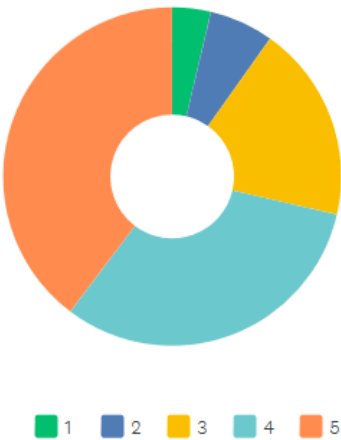
1   2   3   4   5

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	3.69% 12	6.15% 20	18.77% 61	31.69% 103	39.69% 129	325	3.98

Internal Customer Satisfaction Survey Results (348 responses) – Quality of Product/Service:

Please rate the quality of the product/service you received (on a 5-star scale with 5 being highest):

Answered: 328   Skipped: 20
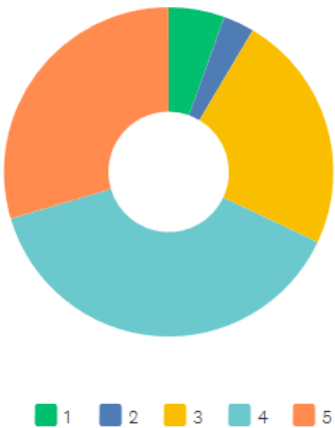
1   2   3   4   5

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	5.49% 18	3.05% 10	23.48% 77	38.41% 126	29.57% 97	3	

Strategic Goal 3: Customer Service

Internal Customer Satisfaction Survey Results (348 responses) – Responsiveness:

Please rate the Civil Service Department's responsiveness to your needs (on a 5-star scale with 5 being highest):

Answered: 328   Skipped: 20
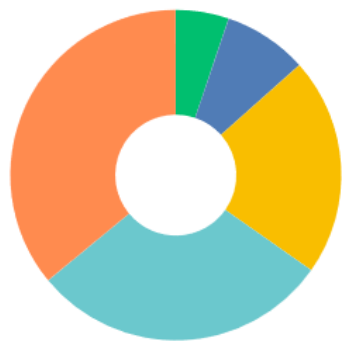
		1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆		5.18% 17	8.23% 27	21.34% 70	29.27% 96	35.98% 118	328	3.83

HPO

Develop a high-performing, resilient Civil Service Department
- Establish and track performance measures
- Establish standard practices and processes
- Evolve team structure to facilitate succession planning, resilience and cost controls
- Adopt continuous improvement processes and organizational culture/mindset

We have made good progress towards this goal throughout the year. Our team has continued to work towards greater collaboration both intra-departmentally and inter-departmentally. We are less siloed and more cohesive in our processes. We have worked hard to implement practices and methods to learn and grow together, and to share information more rapidly. We have begun standardizing and documenting our processes for greater organizational continuity and resilience, and have a solid team structure in place that provides for increased redundancy, succession planning, and long-term cost savings.

Performance Measures: We are committed to making data-informed decisions and keeping ourselves accountable in achieving our goals. We are working to build our performance measures out in meaningful ways that align with our strategic goals, newly created long-range plan, and annual work plan. Throughout 2019, we worked to establish measures and have begun collecting data and tracking trends. We have established a Power BI page for Civil Service so that our measures can be shared publicly in the same format as all other City departments. We also participated in the Administration's performance measures initiative, which was a first for Civil Service. Despite this progress, our performance measures are in their infancy and little information is available to-date. As we continue gathering data, and mature as a department, we will establish benchmarks and goals for improvement so that we can reap the full benefits associated from this initiative.

Practices, Processes, and Continuous Improvement: This year we focused on creating a long-range plan to help guide us in our work and keep us focused on the future. Much of our work consists of large, lengthy projects and requires advanced planning to orchestrate the timing and logistics so that we have the best chance of achieving success. This plan covers the major bodies of work we have prioritized for 2020-2024. We have also created annual work plans for Diversity, Customer Service and Policy and Process efforts which contain more tactical, near-term goals. A copy of the long-range plan is included in the Appendices for reference.

In addition, we began to tackle inconsistencies within the department by establishing standards and expectations, which we documented and formalized through the creation of internal policies and standard operating procedures (SOPs). This is a significant undertaking and the work will continue through 2020 and beyond. These practices benefit the department and the organization in a number of ways; primarily by increasing resilience through continuity of practice, increasing efficiency of general operations and on-boarding/training new personnel, and mitigating risk. Substantial accomplishments in this area are outlined below.

2019 Major Continuous Improvement Efforts:

- Completed a two year detailed audit of all off-site Civil Service records, which included updating and purging necessary documents to become fully compliant with City and State retention rules for the first time in many years.

- Moved to a digital file system for all employee files, streamlining the system with HR. This process will allow for easier and paper free accumulation of personnel documents. In addition, it reduce duplication of work and

improve service delivery to customers by creating increased accessibility to records for employees and managers.
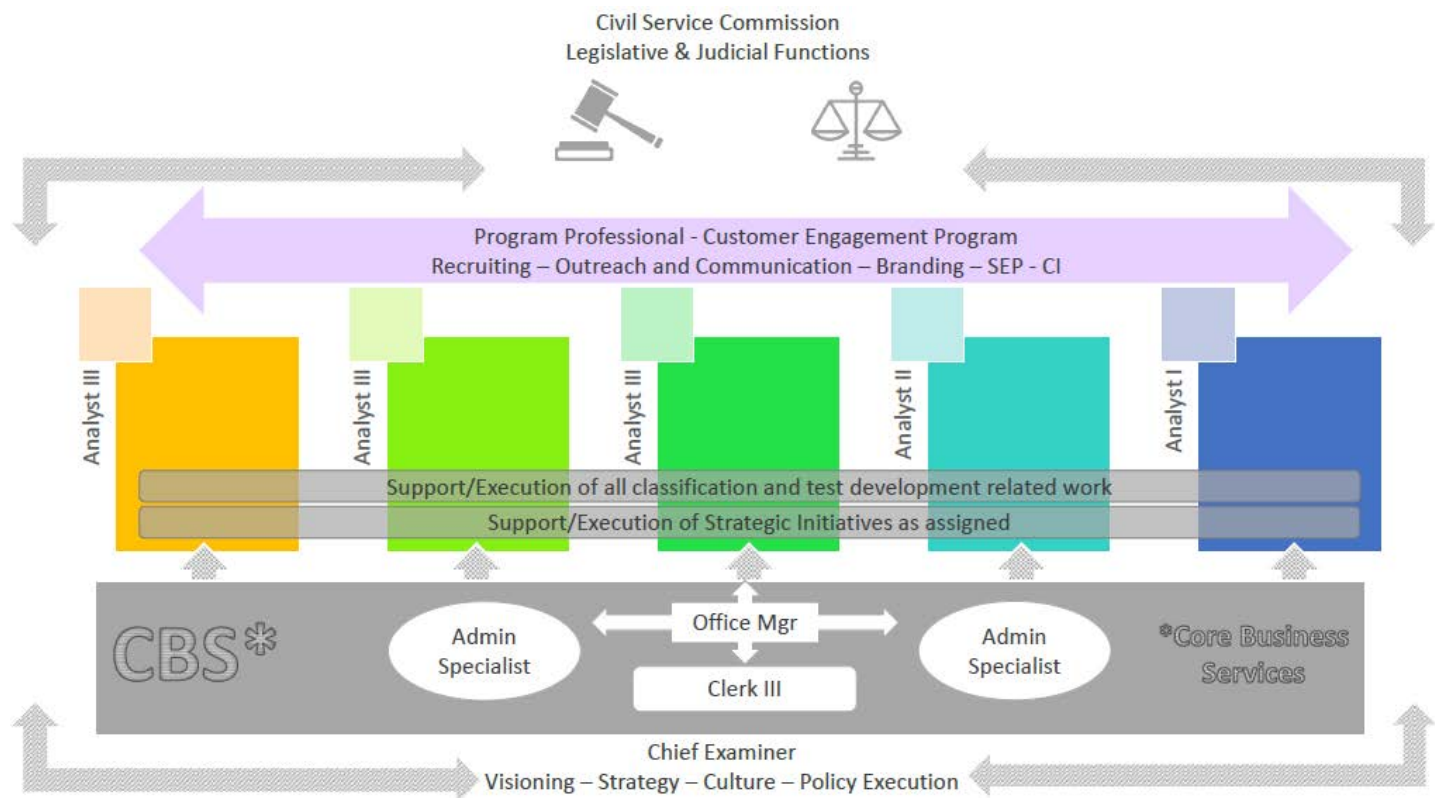
- Worked in partnership with Human Resources and other City departments to begin using NeoGov (governmentjobs.com) for recruiting all temp/seasonal, project and exempt non-classified recruitments. We are in the process of transitioning all recruitments to this shared platform to ensure a cohesive and streamlined recruitment process for all types of hiring within the City, which improves the candidate experience.

- Continued expanding the use of OnBase as our Department's records database. All internal paper documents have been scanned, indexed and are now searchable and easy to locate in electronic form.

- Started a pilot process for running transfer and voluntary demotion opportunities for classifications represented by the Managerial & Professional Association through NeoGov. This provides hiring managers with a list of individuals who have an actual, real-time interest in the particular vacancy in the advertised department. More importantly, this system provides a more open and transparent way to advertise these opportunities so that anyone interested and qualified can apply and be considered, not just individuals with an established relationship to the hiring manager or department. There are several advantages to using this, to include greater efficiency, a higher quality product, and most importantly, a process that aligns with the principles of Civil Service.

- Wired the test room for 10 computers to pilot the electronic administration of exams. Machines were ordered at the end of 2019 and are expected to be installed before the end of the first quarter, 2020. This is a big step towards modernizing our test delivery. We anticipate gaining some advantages through this improvement, to include offering tests for high demand classifications on a regular basis.

EVOLUTION OF TEAM STRUCTURE:

In late 2018, the team structure in Civil Service changed to allow for easier communication and teaming, and to facilitate training for a number of new personnel within the department. At that time, we recognized the structure was a temporary solution and that a long-term structure, focused on addressing future needs versus solutions that worked in the past, would be needed. With that in mind, we developed a new model with an implementation date of January 2020. The changes are designed to address issues related to analyst bandwidth and mitigate communication challenges discussed earlier in this document. Revisions to the classifications used in our department are needed to reflect the evolution of work and how it is accomplished. That work is planned for 2020.

Team Composition – December 2019

Analysts	Administrative Staff
Jerri Bjork, Analyst III	Tisha Heath, Clerk III
Ken Hoekema, Analyst III	Katie Myers, Project Employee
Colin Martin, Analyst II	Kelsey Pearson, Office Manager
Lisa Olson, Analyst I	Amber Richards, Chief Examiner
Bryan Sullivan, Analyst III	Dustin West, Administrative Specialist

Civil Service Commission
Legislative & Judicial Functions

Program Professional - Customer Engagement Program
Recruiting – Outreach and Communication – Branding – SEP - CI

Analyst III | Analyst III | Analyst III | Analyst II | Analyst I

Support/Execution of all classification and test development related work

Support/Execution of Strategic Initiatives as assigned

CBS*

Admin Specialist | Office Mgr | Admin Specialist | *Core Business Services

Clerk III

Chief Examiner
Visioning – Strategy – Culture – Policy Execution

PROFESSIONAL STANDARDS

Training and development of staff is critical to maintaining high-quality processes and is a key factor in employee engagement. We place a high priority on being a learning organization and a well-educated team of professionals who strive to continuously improve our trade. As such, Civil Service staff pursued a number of different training and development opportunities over the past year. A few of the significant events are listed below; each is accompanied by a brief summary highlighting the benefits of the conference or event, written by the team member who attended.

The Conference for Women, January 29, 2019 – Jerri Bjork

This annual conference from SkillPath Seminars is focused on career growth and personal development for women. We had the opportunity to practice building stronger communication and interpersonal skills, and gain insights into not only our own growth potential, but how we can help others succeed. Facilitators provided practical tools to build on our talents and strengths, and to spur growth in productive initiative and leadership skills. The opportunity to interact with others in diverse organizations facing similar demands is always an inspiring and rewarding part of a course like this as well.

Training in interactive skills hones the foundation for our critical work as Civil Service Analysts, as we lead collaborative projects with multiple contacts, particularly in the ongoing process of building modern and effective job classifications and creating job-related examinations.

Emotional Intelligence at Work, February 26, 2019 – Jerri Bjork

This course from Archbright guides participants through development of emotional intelligence, increasing the capacity to build relationships, deal with change, and manage stress with techniques, tools and practices aimed to improve work performance. The exercises stimulate self-reflection for personal growth, encouraging frank expression and examination

of emotions and attitudes to challenge habitual responses and actions. We learned to identify patterns and make better choices to help us be more effective both personally and with others.

This course enhanced my self-awareness and built my confidence in handling challenges, including stress and conflict, which are naturally a part of our lives and our workplace. This means that I can better support our Civil Service Merit System, which exists for the benefit of the people – current and future employees of the City, as well as the citizens who support and receive services from our municipal government. The better we can all work together to make this system effective, the better our ultimate outcomes.

Engaging Local Government Leaders (ELGL) Annual Conference, May 16-17, 2019 – Colin Martin

This two-day event was an opportunity to meet with other leaders and staff of local government agencies. The conference events focused on several different areas: strategy and performance, equity and economic inclusion, innovation and process improvement, and building a workforce of the future. The highlight for me was a session on skills-based hiring and recruiting, where I learned more about hiring challenges for local governments, and strategies other agencies have adopted to address those challenges. It helped me to think about how those same strategies could be adapted and applied to the issues our department and City faces as an employer.

ELGL was also a great opportunity to meet with others who also work in local government and face similar challenges. I appreciated being able to learn about their lives and background. It was a great way to network and connect with others from around the country.

City of Spokane Change Agent Training, August 15, 2019 – Katie Myers

This training, offered by City of Spokane Project Management Office, is designed to provide the framework and tools needed to review internal procedures, identify innovation opportunities and create viable solutions for process improvements. The course delivered an overview of continuous improvement, process walkthroughs, process mapping and identifying waste. I analyzed an existing process within our department and looked for improvement opportunities and possible efficiencies. I was able to review our transfer and demotion process in detail and received guidance to understand duplicative work, over processing and room for errors. The course trainers taught me how to look at alternative solutions to our approach and utilize existing tools to generate a more user friendly experience for our customers while eliminating error. The result of this project was the current transfer and demotion pilot program we are running for the Managerial and Professional Association. The methods and concepts learned in this training will benefit our department in future process review.

Diversity and Inclusion Institute hosted by Eastern Washington University, May 28, 2019 – Katie Myers

This three day course offered an in depth curriculum focused on equity and inclusion through the study of cultural competence, self-assessment/awareness, "real world" conflict, facilitating difficult discussions, linguistic profiling and small group dynamics. The intent of this course was to teach participants about the value of diversity and inclusion in our day to day lives, to gain perspective from those of different backgrounds and experiences and gain knowledge in facilitating equitable workplaces. This training has assisted me in moving forward with the Supported Employment Program, our diversity initiatives and my daily interactions professionally and personally.

International Personnel Assessment Council Annual Conference (IPAC), July 14-17, 2019 – Bryan Sullivan

Bryan Sullivan attended the annual IPAC conference in Minneapolis. His conference highlights included a half-day training on personality testing. He learned about the difference between adaptive and maladaptive traits, and how to properly apply measurements of those traits to employee selection. He also learned about the Leadership Assessment program at Pepsico, which assesses about 3,000 of its employees with the highest potential annually, and gained advice on expediting test creation, improving the candidate experience, and properly measuring potential job performance with assessment centers.

New Certifications and Accomplishments

Bryan Sullivan was elected to serve a three-year term on the IPAC board of directors starting in 2020. The vision of IPAC is to be the first stop for assessment professionals seeking a network of expertise and resources. Bryan will initially help develop internal processes, board succession plans, support services contracts, and website content as he gains experience in the director role.

Amber Richards earned the Society for Human Resource Management Senior Certified Professional (SHRM-SCP) certificate in July. The content studied and knowledge gained through this certification is fresh and based on current trends that span the breadth of the Human Resources profession. The certification lends credibility to our department and is an important anchor in maintaining our reputation as a dedicated team of professionals. In addition, exposure to a broader range of HR topics may help to improve our understanding of the functions performed by the Human Resources Department. Greater understanding can lead to improvements in communication, process, and overall customer service for both teams and the collective customers we serve.

HIGH PERFORMING ORGANIZATION PERFORMANCE MEASURES

We are working to establish performance measures for this strategic goal. No data is currently available. It is entirely possible that we will develop more tactical measures for this area that will be tied to performance measures in other categories.

The last quarter of 2018 served as a platform for reassessment and development of high-level overarching strategy and broad goals. 2019 proved to be a year full of foundation building for each of these goal areas. It was a busy year and a productive year in nearly every facet, though not necessarily a visibly fruitful year. Foundation building by its very nature is intensive work which yields few, if any, near-term results. It does, however, create the platform for growth and future results. We anticipate reaping some of the rewards of this work in 2020 and beyond.

The data and analysis provided below is more informative in nature rather than an indicator of performance or progress towards our goals, as opposed to the data provided in the performance measure section that corresponds with each goal. It provides insight into market conditions as well as the overall operations tempo experienced in the Department.

OBSERVATIONS AND TRENDS

There were a number of environmental and market factors that had broad implications on the organization, which ultimately impacted our work. The most significant environmental factor was the highly anticipated election cycle, where, for the first time in several decades the City had two-term mayor who was not eligible for re-election due to term limitations. The Council President position was also on the ballot this year, along with three council seats. It cannot be overstated that these elections, the internal dynamics and undercurrents, and organizational stressors that have manifested as by-products of these circumstances were incredible. Although we expect this to decrease to some degree once the new administration is in place, the effects will continue to have an impact well into 2020.

December 2019 preliminary unemployment rates:

U.S. (preliminary) 3.5%
Washington (preliminary) 4.3%
Seattle area (preliminary) 2.7%
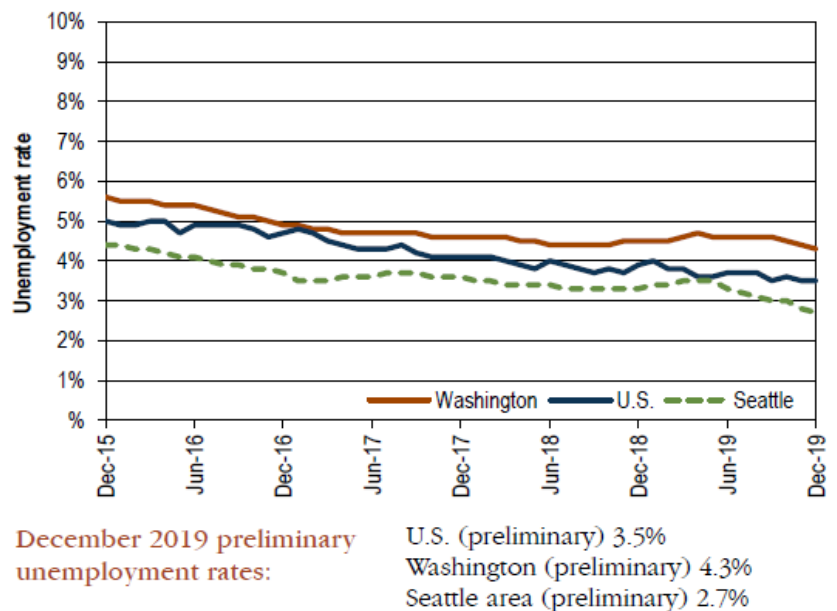
From a market perspective, we continued to face a challenging hiring climate. According to information from the Employment Security Department, the steady downward trend in unemployment observed historically in the graphic above continued throughout 2019. Spokane County experienced slightly higher unemployment than the rest of the Washington State, hovering around 5%, which, for all practical purposes is still historically low. This remains a job-seeker's market and creates a fiercely competitive atmosphere for organizations seeking talent.

Not surprisingly, the data reflects the tight employment market. Though the margin is small (5268 in 2018; 5235 in 2019), as the number of applicants decreased. The market is not the only factor to consider. This year, we started sharing NeoGov with Human Resources so the number reflects applicants from both Civil Service and HR recruitments that were run on this platform. We expect to see this number increase over the next year as we work toward full implementation for all City recruitments so it will take some time to establish a reliable baseline in this area.

Workload: The number of requisitions and recruitments are on the rise. In addition, duplicate recruitments are required on a regular basis because we are not getting enough candidates to fill lists. This is a relatively new trend and is likely related to a number of factors, including the market and environmental challenges discussed above. It could also mean many things and doesn't necessarily indicate success or failure. For example, a lower number of well-qualified applicants could indicate we are attracting the right candidates through improved recruiting as opposed to experiencing impacts of a tight hiring market. In these areas, sheer numbers provide some context but not necessarily outcomes. Hiring manager satisfaction and failure of probation rates are likely better measures of success in these areas. That data is limited at this time, but available in the Customer Service Performance Measures section above.

2019 Requisition Data:

# Requisitions	# Open Filled	# Promo Filled	# Transfer & Vol. Demotion	# Canceled	# Positions Filled	Requisitions w/o List
419	158	209	29	23	396	46

2019 Recruitment Data:

# Recruitments	# Duplicate Recruitments	# Applicants
138	11	5235

2019 Classification Data:

Deleted Classifications	Added Classifications	Reviewed Classifications	Revised Classifications	Surveyed Positions	# Classifications at Year End
5	3	71	37	2[6]	355

What this information does suggest is that we are working harder to get the attention of candidates to fill vacancies. It also suggests extended hiring timelines, not necessarily caused by process inefficiency. This results in increased workload for our department as well as on staff in departments with unfilled positions. Improvements in recruiting throughout 2020 should help, however, recruiting alone will not solve this issue. A comprehensive modernization of the hiring process is needed from both sides of the HR aisle in order to achieve success in this area. Conversations regarding modernization of Civil Service hiring processes are scheduled to occur at the beginning of 2020.

Classification: From a purely data focused perspective, the numbers provided here do not reflect the amount of effort invested in classification work this year. This is largely due to the status of classification studies that began in 2019 but were not completed during this calendar year. We expect to see drastic changes in these numbers over the next several years as we integrate larger classification studies into our annual work plans.

Classification work remains a high priority and our aim is to align our review schedule with the industry best practices discussed earlier in previous sections of this document. As the deeper classification work is completed, we expect the

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[6] This number reflects only those survey requests that were completed for positions not involved in either the Koff & Associates or internal classification studies. Survey requests received for positions involved in the study were incorporated into those efforts comprehensively. This was done for two reasons. First, to conserve bandwidth. Second, an appropriate allocation cannot be determined without an understanding of the entire body of work.

improvements to be reflected in performance measures in other areas, such as recruiting, diversity, and customer satisfaction.

10 Year Historical Classification Snapshot:

Classifications	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
# Beginning of year	309	315	315	318	298	322	340	360	347	357
# added	7	6	6	11	30	26	41	22	12	3
# deleted	1	6	3	31	6	8	21	35	2[7]	5
# Reviewed - revised	116	208	135	65	47	57	88	96	31	37
# year end	315	315	318	298	322	340	360	347	357	355

Staffing Trends: Staffing composition remained fairly static this year. There was a slight decrease in both classified and exempt personnel. More noteworthy is the increase in annual turnover percentage in both categories. The classified personnel turnover increased from 6.9% to 8.1% and exempt personnel turnover increased from 12.4% to 16.6%.

The increase in classified turnover was expected, and we project that this trend will continue to increase over the next several years as the workforce turns over due to a backlog of retirements and increased churn as the average tenure for employees continues to decrease. This is an area we will need to be continuously vigilant about monitoring so that we can plan far enough ahead to ensure our system can accommodate the workload by leveraging technology and ensuring an adequate staffing model is in place. The increase in exempt turnover is directly related to the change in administration and not indicative of a trend that Civil Service would need to monitor or be concerned with.

Classified/Exempt Historical 10-Year Comparison:

Type	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Classified	1874	1837	1807	1759	1768	1808	1864	1888	1942	1940
Exempt	118	115	106	104	113	113	113	113	113	104
Combined Total	1992	1952	1913	1863	1881	1921	1977	2001	2055	2048
% Exempt	5.9	5.9	5.5	5.6	6.0	5.9	5.7	5.6	5.4	5.1

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[7] Three total classes were deleted, however, one was act removed from the active list.

Total Classified Employee Turnover – 2019

Month	Retirements	Deaths	Layoffs	Term - Probation	Discharges	Resignations	LOA to Exempt	Total
Jan	8	0	1	1	0	1	0	11
Feb	9	1	1	0	0	4	0	15
Mar	3	0	0	2	0	0	0	5
Apr	8	0	0	0	0	5	0	13
May	8	0	0	1	0	1	2	12
Jun	13	0	0	2	1	3	0	19
Jul	13	1	13	1	0	3	0	31
Aug	10	0	0	2	0	4	0	16
Sep	3	0	0	3	0	3	0	9
Oct	3	0	1	2	0	3	0	9
Nov	2	0	0	1	0	3	0	6
Dec	2	0	1	2	0	6	0	11
2019 Total	**82**	**2**	**17**	**17**	**1**	**36**	**2**	**157**

Classified and Exempt Employees Annual Turnover Rate – 2019:

	Classified Employees					Exempt Employees			
	Start	Plus	Minus	End			Start	Plus	Minus	End
Jan-19	1942	23	11	1954		Jan-19	113	2	2	113
Feb-19	1954	9	15	1948		Feb-19	113	0	2	111
Mar-19	1948	11	5	1954		Mar-19	111	0	1	110
Apr-19	1954	11	13	1952		Apr-19	110	1	1	110
May-19	1952	15	12	1955		May-19	110	2	2	110
Jun-19	1955	3	19	1939		Jun-19	110	0	1	109
Jul-19	1939	17	31	1925		Jul-19	109	2	3	108
Aug-19	1925	15	16	1924		Aug-19	108	0	0	108
Sep-19	1924	13	9	1928		Sep-19	108	0	2	106
Oct-19	1928	8	9	1927		Oct-19	106	1	2	105
Nov-19	1927	16	6	1937		Nov-19	105	1	1	105
Dec-19	1937	6	11	1932		Dec-19	105	0	1	104
		147	157	1940				9	18	108
Total Annual Turnover			8.1%			Total Annual Turnover			16.6%	

General Department Administration and Operations Data

The table below indicates the breakdown of exempt employees by department, noting that personnel in the Council, Legal, Mayoral and Municipal Court departments are not subject to restrictions regarding the number of exempt personnel. All other departments are authorized two exempt positions. There was a general decline in the number of exempt personnel this year which is likely reflective of the change in administration due to the results of the mayoral election, and also indicative that departments are in compliance with the limitations.

Exempt Employee Detail by Department:

# Exempt	Department
2	Accounting
1	Building Services
1	CHHS
2	City Clerk
16	Council
1	Development Services
1	Economic Development
1	Fire/EMS
1	Engineering Services
1	Finance
1	Grants
1	Historic Preservation
2	Human Resources
2	Integrated Capital Management
2	Innovation and Technology
1	Law Enforcement Info Systems
25	Legal

# Exempt	Department
6	Mayor
8	Municipal Court
1	My Spokane 311
1	Hearing Examiner
6	Parks and Rec*
5	Police*
2	Police Ombudsman
1	Public Affairs
1	Public Defender
2	Public Works & Utilities
2	Retirement
2	Solid Waste Disposal
1	Solid Waste Management
2	Streets
1	Treasurer
2	Water
104	Total

* Parks and Rec and Police each consist of five departments.

# of Exempt Employees by Year:

2010: 118
2011: 115
2012: 106
2013: 104
2014: 113
2015: 113
2016: 113
2017: 113
2018: 113
2019: 104

Exempt Employees

Note: SRTC and SCEMS removed from count as of 1/1/2013.
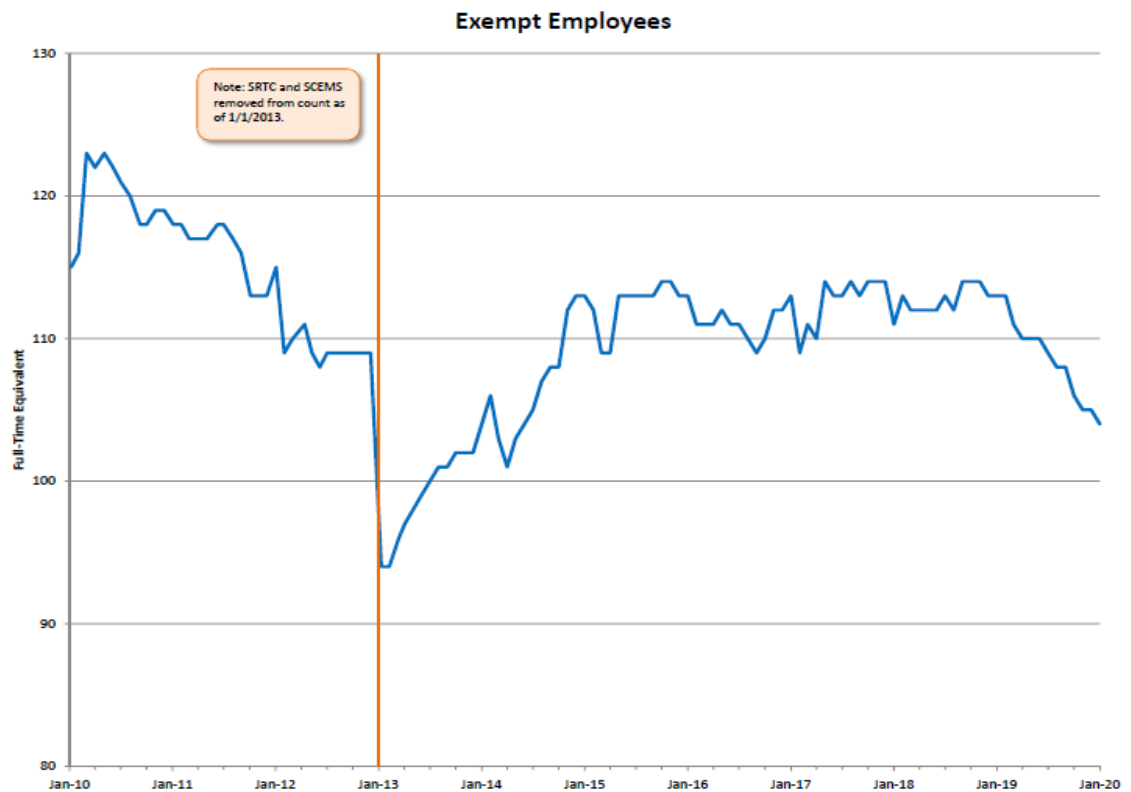
# of Classified Employees by Year:

2010: 1874
2011: 1837
2012: 1807
2013: 1759
2014: 1768
2015: 1808
2016: 1864
2017: 1888
2018: 1943
2019: 1940

Classified Employees
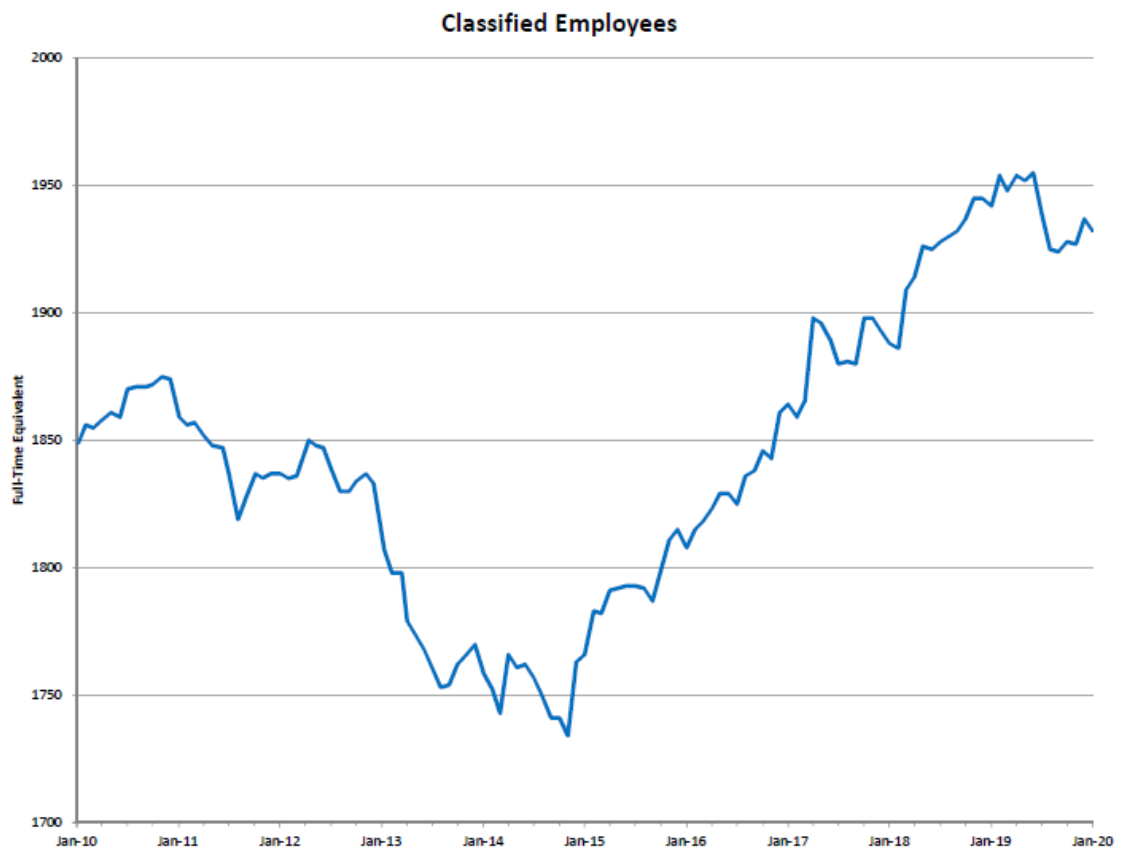
The Civil Service Rules allow for use of term-limited positions in response to emergent needs and project based work. Approval of such positions is determined by a committee of bargaining unit, Human Resources, and Civil Service representatives. Our role is limited to facilitating the application process and providing oversight of the use of project employees. As of the end of 2019, there were a total of 20 project employees working for the City, representing approximately one percent of the total full-time equivalent staff.

Project Employee Information – Breakdown by Department (December 2019):

CHHS: 1	City Council: 3	Civil Service: 1	Innovation & Technology: 4
Planning: 1	Water: 3	Solid Waste: 1	Parking Enforcement: 2
Human Resources: 1	Historic Preservation: 1	Fleet Services: 1	Public Works: 1

2019 Project Employee Data

# Requests	# Approved	# Denied
28	24	4

APPEALS AND COMPLAINTS

The Commission's primary responsibility is to prevent political influence in the City's hiring, promotional and disciplinary processes. In executing this duty, the Commission upholds due process rights for employee discipline and terminations to verify any actions are taken for cause through the adjudication of appeals and resolution of complaints related to matters under its jurisdiction.

There are three formal avenues for review or appeal of a decision outlined in the rules in the form of a claim, an administrative complaint, and/or an appeal. During the course of 2019, the Commission received and heard five administrative complaints; one was upheld and led to the need for a rule change, the other four were dismissed. Three claims were also filed; two were dismissed. The third was investigated and was not resolved prior to yearend. The report and further action, if any, will be carried forward as unfinished business in 2020.

The Commission heard one appeal that was filed in 2018 but was unresolved during that calendar year and rolled forward into 2019. This appeal was upheld, resulting in a reversal of discipline and the subsequent reinstatement of a classified employee to their formerly held position. The City applied for a Writ of Certiorari against the Commission in Superior Court in response to its decision to uphold the appeal and reinstate the classified employee. That motion was denied. A second appeal was filed and heard during the year. This appeal was dismissed.

The following provides a historical 10-year comparison of formal discipline and appeal actions and trends.

Formal disciplinary actions taken by Administration:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Suspension	10	9	6	14	4	0	6	4	14	13
Demotion	1	0	0	0	2	34	0	0	1	1
Discharge	0	2	1	1	2	1	0	3	7	5
Total	11	11	7	15	8	35	6	5	22	19

Formal appeals submitted to Commission:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Filed	4	4	2	2	4	6	4	7	3[8]	1
Withdrawn	0	0	1	0	0	2	1	2	0	0
Denied	5	2	2	1	3	4	2	4	0	1
Dismissed	n/d	n/d	n/d	n/d	n/d	n/d	n/d	1	2	0
Upheld	0	1	0	1	0	0	1	1	0	1

DEPARTMENT BUDGET

Civil Service did not ask for any additional funding during the 2019 budget process. The adopted operating budget was actually less than in 2018. In early 2019, we approached City Council with a request for $64,000 to cover salary and benefits for a project employee. This request was ultimately approved by the Administration through agreement that we would exceed our budget by that amount. The actual 2019 budget ended up being $71,198.84 over the approved budget. The Chief Examiner overspent the budget by a margin of $7,198.84, or <.01%. Even with these overages, we ended the year at 0.71%. This is still well within the 0.5-1.0% of the Charter allocation allowed for this year, and what we had initially requested. Through the experience this year, we learned quite a bit about the budget and have documented that information for continuity. We will have a much more informed budget development and management process for future cycles.

The 2020 budget proposal included requests for $240,640 in additional funding to support two additional FTEs, additional classification work, and more robust recruiting and branding efforts. Those requests were approved during the budget process and are reflected in the 2020 adopted budget provided below. The total approved budget for Civil

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[8] One appeal was filed on December 28, 2018. It was not heard in 2019 which is why the numbers do not reconcile.

Service for 2020 is $1,471,267. This is equal to 78% of the range allowed for 2020. The 2019 actual budget is provided below in Appendix B.

2020 Adopted Budget:

Description	Amount
Salaries & Wages	$857,336
Personnel Benefits	$313,795
Supplies	$14,550
Other Services & Charges	$195,900
Interfund Payment for Services	$79,615
Reserve for Budget Adjustment	$10,071
Total Adopted Budget	**$1,471,267**

10 Year Budget History:

Year	Budget	Actual	Balance	Percent Used
2010	$ 733,572	$ 684,369.80	$ 49,202.20	93%
2011	$ 809,385	$ 761,090.04	$ 48,294.96	94%
2012	$ 835,511	$ 800,234.20	$ 35,276.80	96%
2013	$ 846,009	$ 775,152.80	$ 70,856.20	92%
2014	$ 839,493	$ 784,583.85	$ 54,909.15	93%
2015	$ 858,628	$ 875,400.09	$ (16,772.09)	102%
2016	$ 1,072,558	$ 996,738.22	$ 75,819.78	93%
2017	$ 1,094,700	$ 1,064,186.01	$ 30,513.99	97%
2018	$ 1,173,805	$ 1,124,379.55	$ 49,425.45	96%
2019	$ 1, 159,102	$ 1, 272,698.60	$ (71,198.94)	106%

APPENDICES

Appendix A – 2020-2024 Long-Range Plan

Appendix B – 2019 Final Budget

Appendix A

Civil Service 5-Year Strategic Plan

Legend: Diversity | Policy and Process | Customer Service | HPO

Timeline: 2020 | 2021 | 2022 | 2023 | 2024

Diversity
- Implement Recruiting Plan
- Develop diversity/career/recruiting partnerships and resources
- Assess and adjust SEP process
- Develop program resources for SEP, continued outreach and shepherding of program
- Create values competencies, integrate into testing mechanisms

Policy and Process
- Finalize Class Plan/Initial Koff Study
- PD/Fire/CS/HR study; other internal studies
- Continuous Class Study Schedule Established - TBD
- Finalize standardized practices for Item Bank
- Ongoing buildout of Item Bank
- Implement changes to integrate classification/test development (C/TD) model
- Comprehensive C/TD model fully operational
- Comprehensive Rule Review – Continue from 2019
- Re-establish 5-Yr Rule Review Cycle
- Prep for possible Charter changes
- Update Charter with election

Customer Service
- Create/update resources – info sheets, SharePoint, website, newsletter
- Proactive, ongoing internal outreach/engagement
- Install and test computers
- Pilot CBT
- Incrementally expand CBT
- CBT and alternate testing implemented – weekend, off-site, remote, etc.
- Evaluate alternate testing options
- Pilot alternate testing options
- Expand evaluate alternate options
- Considerations and prep for in-house public safety testing
- Conduct in-house public safety testing*

HPO
- Implement use of Asana, CS Shared Service model
- Evaluate staffing needs - budget for 1-2 additional FTE if justified*
- Split Customer Engagement Program – External & Internal positions*
- Actively track PM, evaluate progress to established goals, build into annual reporting
- Continue development of training/reference documents, SOP's, department continuity manuals and cross training

Diversity

Create an organization that mirrors the demographic composition of the Spokane community
- Develop comprehensive, collaborative recruiting efforts
- Build and promote Supported Employment Program
- Broaden discretion for Appointing Authority through policy
- Create values competencies

Policy and Process

Create a proactive and responsive structure and processes to meet the changing needs of the City
- Revise rules
- Develop Classification Plan
- Develop Testing Plan
- Create modular testing structure

Customer Service

Provide exemplary customer service to applicants, employees, and hiring managers
- Define Civil Service in practical terms
- Create/Update outreach and informational materials
- Improve service expectations and delivery
- Promote value

HPO

Develop a high-performing, resilient Civil Service Department
- Establish and track performance measures
- Establish standard practices and processes
- Evolve team structure to facilitate succession planning, resilience and cost controls
- Adopt continuous improvement processes and organizational culture/mindset

2019 Final Budget
CITY OF SPOKANE

EXPENDITURE SUMMARY REPORT THRU PERIOD 13 2019

DEPARTMENT: 0230 CIVIL SERVICE   PROGRAM: 30600   CIVIL SERVICE

FNC TYPE DESCRIPTION	NO OF	YTD	YTD NET	YTD	OUTSTANDING	UNENCUMBERED	%
CLS	POS	BUDGET CHANGE	BUDGET AMOUNT	EXPENDITURES	ENCUMBRANCES	BALANCE	USED
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16100 HUMAN RESOURCES ADMIN

16100 HUMAN RESOURCES ADMIN

** 54000 OTHER SERVICES & CHARGES   **   **   **   **
        **

        FUNCTION TOTAL

18100 PERSONNEL SERVICES

51020 MANAGERIAL

00250 ADMINISTRATIVE SPECIALIST	1.00	3,964	3,964	5,602.27	1,638.27- 141
00450 PERSONNEL ANALYST 1	1.00	17,140-	94,116	91,864.52	2,251.48 98
00460 EXAM & CLASS ANALYST II	1.00	20,218	20,218	20,681.06	463.06- 102
00470 EXAM & CLASS ANALYST III	3.00	7,964-	354,297	347,347.80	6,949.20 98
00490 CHIEF EXAMINER	1.00		112,672	112,677.60	5.60- 100
00510 OFFICE MANAGER	1.00		68,382	68,435.62	53.62- 100
*GROUP TOTAL	8.00	922- *	653,649 *	646,608.87 *	* 7,040.13 * 99

51040 CLERICAL/ADMINISTRATIVE

00020 CLERK II		17,313-	18,089	18,088.07	0.93 100
00030 CLERK III	1.00	18,260	18,260	20,034.54	1,774.54- 110
*GROUP TOTAL	1.00	947 *	36,349 *	38,122.61 *	* 1,773.61-* 105

51150 PART TIME AND EXTRA HELP

```
      08490 TEMPORARY SEASONAL                    4,244-         9,156         40,041.03
30,885.03-  437
         *GROUP TOTAL                             4,244- *       9,156 *       40,041.03 *                    *
30,885.03-* 437



   51160  PROJECT EMPLOYEE

      08500 PROJECT EMPLOYEE                                                   18,435.96
18,435.96-  ***
         *GROUP TOTAL                                  *             *         18,435.96 *                    *
18,435.96-*



      51220 OUT OF GRADE                                           2,500       3,274.00
774.00-  131
      51250 TERMINATED SICK LEAVE PAY              3,107-                       7,019.94
7,019.94-  ***
      51260 TERMINATED VACATION LEAVE PAY          4,363-          637         12,460.06
11,823.06-  ***
      51275 ANNUAL LEAVE PAYOUT                                                 4,908.80
4,908.80-  ***
      51290 LONGEVITY PAY                                          1,965        1,402.10
562.90    71
      51640 DEFERRED COMPENSATION-MATCHING                         16,250       15,540.00
710.00    96



** 51000 SALARIES & WAGES             9.00      11,689- **   720,506 **    787,813.37 **                   **
67,307.37-**109



      52110 SOCIAL SECURITY                                        56,046       58,242.84
2,196.84-  104
      52210 RETIREMENT                                             64,235       63,645.19
589.81    99
      52310 MEDICAL INSURANCE                                      105,271      110,185.13
4,914.13-  105
```

```
REPORT: RW1040                                   CITY OF SPOKANE
DATE: 06/02/20
SYSTEM: FMSGL                      EXPENDITURE SUMMARY REPORT THRU PERIOD 13 2019
TIME: 09:05
USER: LEW0410
PAGE: 2
                DEPARTMENT: 0230  CIVIL SERVICE              PROGRAM:  30600   CIVIL SERVICE
```

FNC TYPE	DESCRIPTION	NO OF	YTD	YTD NET	YTD	OUTSTANDING	UNENCUMBERED	%
CLS		POS	BUDGET CHANGE	BUDGET AMOUNT	EXPENDITURES	ENCUMBRANCES	BALANCE	USED

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18100 PERSONNEL SERVICES

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52320	DENTAL INSURANCE			13,380	13,538.00		158.00-	101
52330	LIFE INSURANCE			3,195	3,142.53		52.47	98
52340	DISABILITY INSURANCE			2,030	1,648.08		381.92	81

52400 INDUSTRIAL INSURANCE		923	1,076.42	
153.42- 117				
52600 WA PAID FAMILY & MEDICAL LEAVE		20	1,054.31	
1,034.31- ***				
** 52000 PERSONNEL BENEFITS	**	245,100 **	252,532.50 **	**
7,432.50-**103				
53101 OFFICE SUPPLIES		3,500	1,754.93	
1,745.07 50				
53102 PUBLICATIONS		250		
250.00				
53103 POSTAGE		250	215.73	
34.27 86				
53104 SOFTWARE (NONCAPITALIZED)		1,000	840.49	
159.51 84				
53105 NON-TRAVEL MEALS/LGHT RFRSHMT		1,000	1,084.76	
84.76- 108				
53201 OPERATING SUPPLIES	1,078-	1,222	1,320.03	
98.03- 108				
53502 MINOR EQUIPMENT	1,000-	1,500	643.65	
856.35 43				
53505 OFFICE FURNITURE (NON CAPITAL)	2,038	3,038	1,037.47	2,408.34
407.81- 113				
53521 COMPUTERS	1,947-	553	2,479.91	
1,926.91- 448				
** 53000 SUPPLIES	1,987-**	12,313 **	9,376.97 **	2,408.34 **
527.69 ** 96				
54101 PROFESSIONAL SERVICES	69,435	129,435	138,209.40	232.00
9,006.40- 107				
54201 CONTRACTUAL SERVICES	2,881	2,881	1,781.08	
1,099.92 62				
54302 CELL PHONE	1,119	1,119	846.85	
272.15 76				

```
      54401 AIRFARE                                    5,000         1,606.60
3,393.40    32
      54402 LOCAL MILEAGE                                500
500.00
      54407 LODGING                                    5,000         1,713.08
3,286.92    34
      54408 PER DIEM                                   3,500           795.00
2,705.00    23
      54409 OTHER TRANSPORTATION EXPENSES                              449.86
449.86-  ***
      54451 ADVERTISING                                5,000         5,319.30
319.30-  106
      54501 OPERATING RENTALS/LEASES                   2,400         3,205.78
805.78-  134
      54602 RETIREES' INSURANCE BENEFIT                  200
200.00
      54802 BUILDING REPAIRS/MAINTENANCE                 500
500.00
      54803 EQUIPMENT REPAIRS/MAINTENANCE                500
500.00
      54901 MISC SERVICES/CHARGES                                    6,135.30
6,135.30-  ***
      54902 REGISTRATION/SCHOOLING                     6,000         3,129.75
2,870.25    52
      54904 OTH DUES/SUBSCRIPTNS/MEMBERSHP             3,500         3,263.70
236.30     93
      54909 PRINTING/BINDING/REPRO                     1,000
1,000.00
      54999 OTHER MISC CHARGES                         2,500         2,383.26
116.74     95


** 54000  OTHER SERVICES & CHARGES         73,435 **    169,035 **    168,838.96 **        232.00 **
 35.96-**100


      54124 IF OFFICE PERFORMANCE MGMT SVC             2,118
2,118.00
      54125 IF FINANCIAL SERVICES                      2,732         3,003.91
271.91-  110
```

```
   54127 IF CENTRALIZED PURCHASING                          79             79.00

   54128 IF CENTRALIZED ACCOUNTING                       3,576          3,466.66
109.34    97
   54131 IF RISK MANAGMENT                               1,521          1,521.00

   54133 IF WORKERS' COMP                                1,205          1,205.00

   54142 IF REPROGRAPHICS                    4,000-      2,109          1,900.33
208.67    90
   54321 IF IT EXPENSES                                 34,655         33,992.09
662.91    98
```

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REPORT: RW1040                               CITY OF SPOKANE
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USER: LEW0410
PAGE: 3
              DEPARTMENT: 0230  CIVIL SERVICE          PROGRAM:  30600   CIVIL SERVICE


FNC TYPE  DESCRIPTION              NO OF    YTD        YTD NET        YTD        OUTSTANDING
UNENCUMBERED    %
    CLS                           POS   BUDGET CHANGE  BUDGET AMOUNT  EXPENDITURES  ENCUMBRANCES
BALANCE      USED
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18100 PERSONNEL SERVICES

54324 IF IT REPLACEMENT			8,691	8,691.00	
54842 IF FACILITY REPAIRS			500		
500.00					
54847 IF MOTOR POOL				277.81	
277.81- ***					
59951 RESERVE FOR BUDGET ADJUSTMENT		10,721-			

** 59000 INTERFUND PAYMENT FOR SERVICES   14,721-**   57,186 **   54,136.80 **   **
3,049.20 ** 95

FUNCTION TOTAL	9.00	45,038	1,204,140	1,272,698.60	2,640.34
71,198.94- 106					
PROGRAM TOTAL	9.00	45,038	1,204,140	1,272,698.60	2,640.34
71,198.94- 106					
DEPARTMENT TOTAL	9.00	45,038	1,204,140	1,272,698.60	2,640.34
71,198.94- 106					