



2023 annual report

City of Spokane
Civil Service Commission

City of Spokane

Civil Service Commission

Staff

Kelsey Pearson	Chief Examiner
Jerri Bjork	Examination & Classification Analyst III
Bryan Sullivan	Examination & Classification Analyst III
Ken Hoekema	Examination & Classification Analyst III
Lisa Olson	Examination & Classification Analyst III
Blake Munroe	Examination & Classification Analyst II
Elizabeth Caverly	Examination & Classification Analyst II
Caitlin Mackercher	Examination & Classification Analyst II
Shellee Ives	Office Manager
Morgan Vanderkamp	Clerk III
Briana Ruffing	Clerk III
Paxton Powell	Marketing Coordinator

Commission Members

Mark Lindsey	Chair
Judith Gilmore	Vice Chair
Scott Stephens	
Nicole Palmerton	
Craig Hult	

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2023 at a Glance

178

recruitments
open, promo & supported

466

**requisitions/vacancies
completed**

5,507

applications

2,188

total employees
classified & non-classified

149

**classified employee
separations**

119

**non-classified
employees**

2,069

**classified
employees**

2,610

eligible candidates

364

classifications

Mission

The Commission is to provide an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained.

Vision

Our well-trained, competent, and professional team will utilize best practices, cost-effective technology, and innovation to provide a merit-based employment system that is recognized for excellence in public service.

Values

- Teamwork
- Excellence
- Service
- Transparency
- Equal Opportunity
- Merit Principles

Civil Service Commission

The Spokane Civil Service Commission is an independent body created by the City Charter to administer that portion of the Charter pertaining to Civil Service. By mandate of the citizens of Spokane, the Commission is specifically charged with the responsibility of developing and maintaining a classification plan, a comprehensive recruitment program, and practical selection standards for all classified positions in the municipal government.

It is also responsible for providing procedural rules for administration of classified employment and for resolving any differences which may arise as a result of these rules or the Charter. The Spokane City Charter, Article VI, provides the mandate and authority for the City of Spokane's civil service system.

The Civil Service Commission consists of five members: two nominated by the Mayor and appointed by the City council, two appointed by the city employee groups, and one appointed by the other four members. The Commission conducts public meetings on the third Tuesday of each month.

Current Commissioners & Terms

Mark Lindsey - Chair | January 2015 - Present

Uniformed Employee Groups Appointee - Current term ends Dec. 2026

Judith Gilmore - Vice Chair | September 2016 - Present

Employee Retirement Board Appointee - Current term ends Dec. 2024

Scott Stephens | August 2017 - Present

Civil Service Commission Appointee - Current term ends Dec. 2025

Nicole Palmerton | April 2021 - Present

City Council Appointee - Current term ends Dec. 2024

Craig Hult | March 2011 - Present

City Council Appointee - Current term ends Dec. 2026

Commission Legal Council

Mike Piccolo | 2004 - 2023

Chief Examiner

Kelsey Pearson | May 2021 - Present

Past Commissioners & Terms

Peter Piper | 1961 - 1963

Dr. Robert Southcombe | 1961 - 1964

Verne D. Warren | 1961 - 1964

Robert M. Hardy | 1963 - 1965

John Edgar | 1965

George E. Robey | 1961 - 1965

Thomas F. Meagher | 1961 - 1967

William S. J. May | 1964 - 1970

James E. Borg | 1966 - 1972

Elmer L. Bierly | 1972 - 1973

Jerome C. Kopet | 1967 - 1978

C. Grover Wilson | 1968 - 1978

Arthur M. Hansen | 1965 - 1984

Richard A. Moser | 1973 - 1985

Howard A. King | 1984- 1986

Howard A. Anderson | 1971 - 1986

Seaton M. Daly, Jr. | 1979 - 1986

Paul P. Nolan | 1987

James E. Bates | 1986 - 1988

Frances N. Scott | 1979 - 1991

Delphine Faison | 1987 - 1992

Barry E. Ryan | 1988 - 1993

John Krall | 1993 - 1995

O'Neil Vinson | 1985 - 1996

Kate Quinn | 1992 - 2000

Ivan Bush | 1997 - 2000

James L. Kirschbaum | 1995 - 2001

Douglas Amsbury | 1987 - 2002

Robert Van Leuven | 2002 - 2006

John M. Maurice | 2002 - 2006

Gerald Sailing | 2001 - 2007

Carol Lawton | 2000 - 2010

Ronald Stanley | 2007 - 2010

Jim DeWalt | 2011 - 2014

Cheryl Beckett | 2007 - 2016

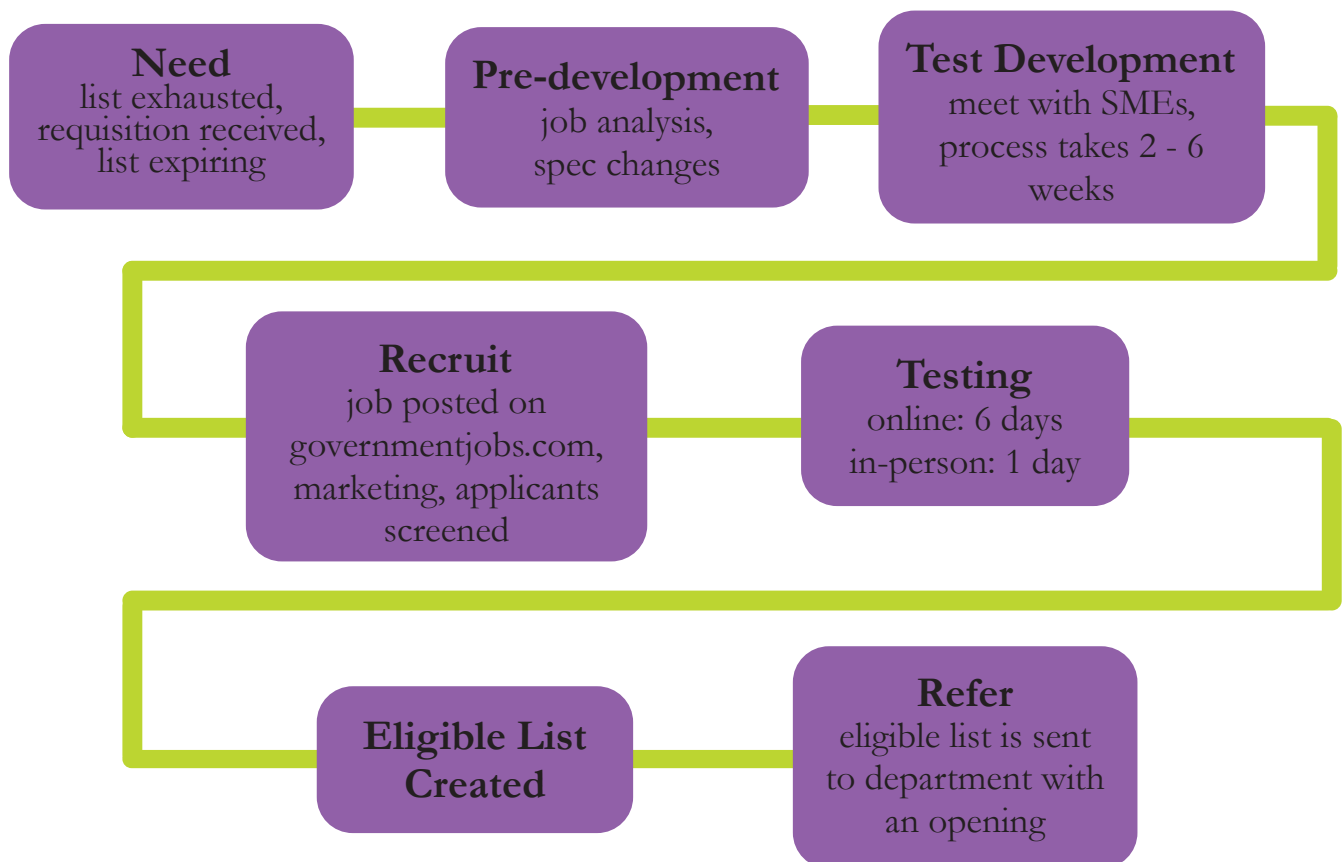
Phyllis Gabel | 2008 - 2016

Kathryn Sewell | 2015 - 2017

Pam Decounter | 2017 - 2020

Civil Service Workflow

The Civil Service Workflow is a comprehensive process designed to ensure that public sector positions are filled efficiently and effectively. It begins when a need is identified. The next step involves pre-testing development, where analysts conduct a job analysis and make specification changes. Following this, analysts collaborate with Subject Matter Experts (SMEs) assigned by the bargaining unit and management over a period of 2-6 weeks to develop a suitable test. Once the test is ready, we open it for recruitment where the job is posted on governmentjobs.com, marketed, and applications are screened. Qualified applicants proceed to the testing phase, where they take the civil service test within designated online and in-person windows. After testing concludes, tests are scored, veterans' preference points are applied and applicants are ranked on an eligible list. Lists are then referred to hiring managers that have an opening.



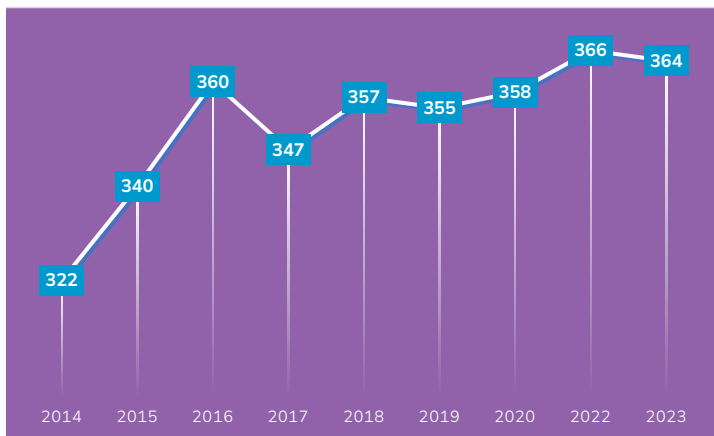
Classification Work

In accordance with the City Charter, the Civil Service Commission is responsible for classifying all City positions except elected, appointed, and temporary/seasonal positions. Selection to such classified positions is required to be in conformance with Civil Service Commission Rules and Charter provisions.

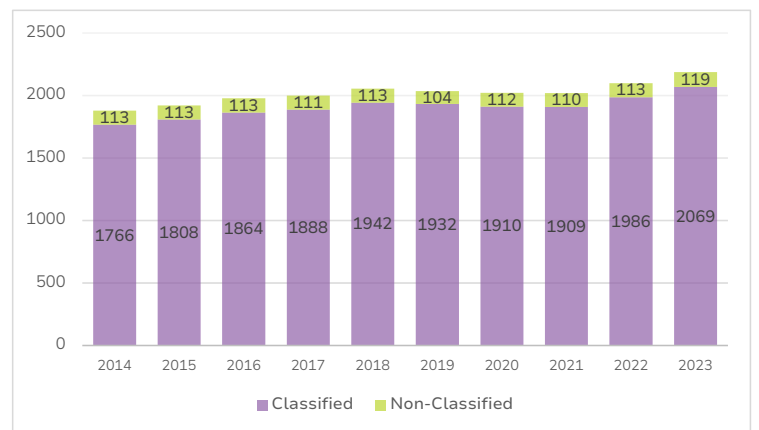
An equitable classification plan is imperative for all large, well-established organizations. Position classification looks at the position itself, not the individual employee currently doing the job. This approach enables us to compare positions within the organization and see relationships among different levels of work. We are also able to determine the level of responsibilities, skills, knowledge, and abilities needed for the classifications.

In 2023, six new classifications were created and eight were deleted. We will continue to carefully evaluate the need for new classifications as we work to streamline and develop a more efficient classification plan.

Classification Totals



Total Employees



Recruitment Update

The Civil Service Commission is responsible for establishing and maintaining eligibility standards for all classified positions workforce and for recruiting qualified applicants to fill those positions. Fulfillment of the recruiting responsibility is accomplished using multiple channels and platforms. These include NEOGOV/governmentjobs.com, the City website career page, Careers in Government, Indeed, local college and university student and alumni outreach, Spokane WorkSource, social media platforms, various online job boards, and the City Gazette.

In 2023, Civil Service ran 178 recruitments with 4,839 candidates.

A more robust recruitment plan was developed by the Marketing Coordinator for 2024 and we are excited to see the impact of that plan on our numbers. The number of recruitments in 2023 represented a 3.5% increase in recruitments, and we set another record for the highest number of total recruitments since at least 2016 (the first year of NEOGOV data). Total recruitments will continue to rise into 2024 as many current employees continue to retire and overall turnover rates are elevated.

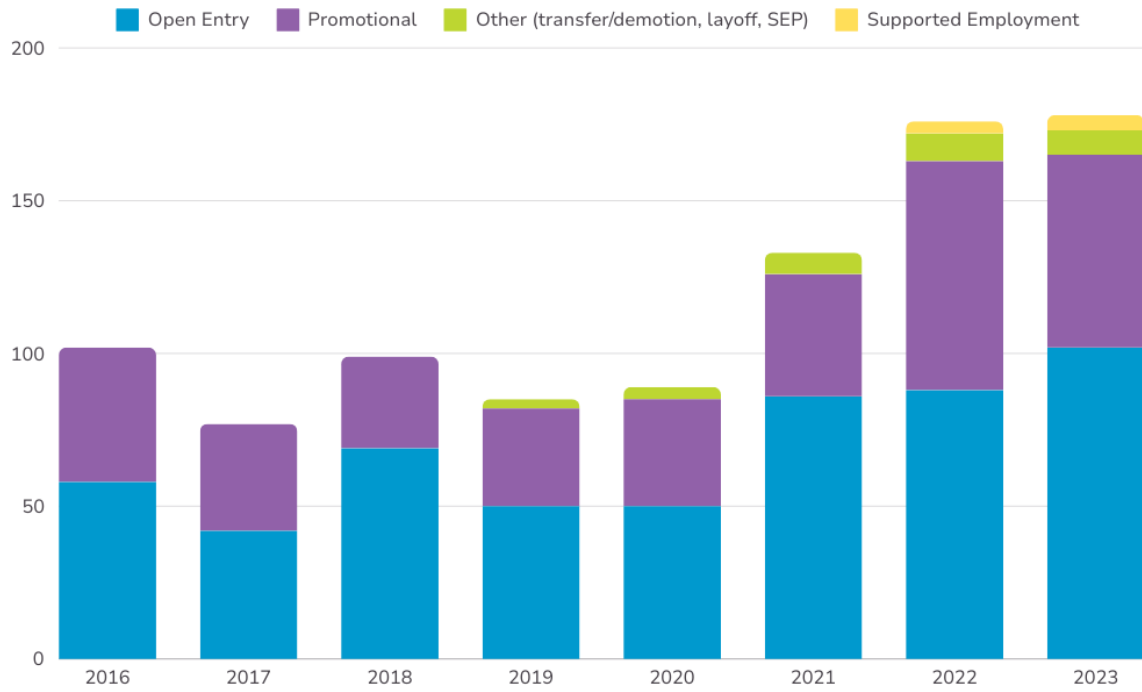
5,507
Applications
Received

2,610
Candidates
Eligible

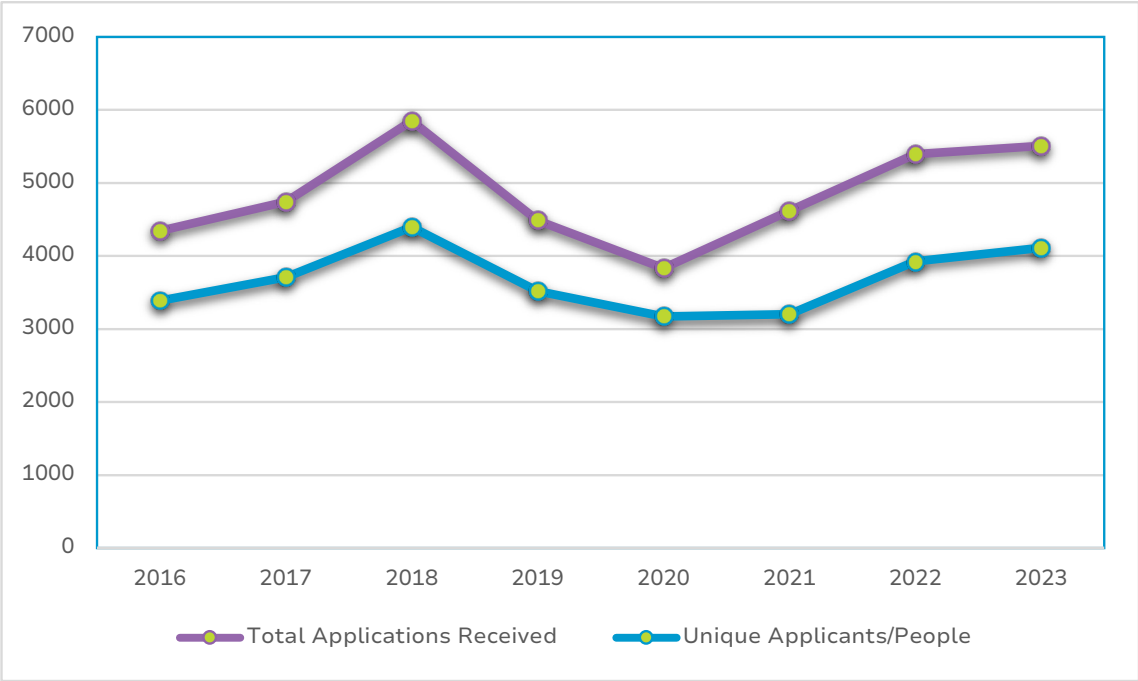
Classified Employee Totals by Year



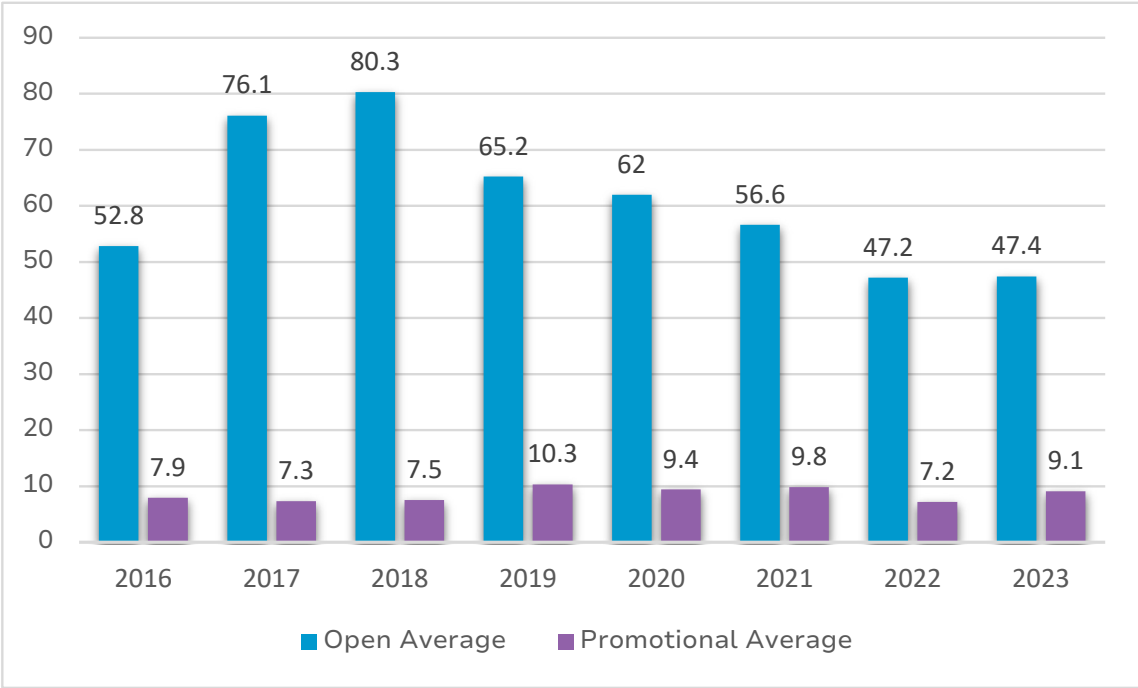
Recruitments by Type



Total Applications



Average Applicants by Recruitment Type



Trends for Key Classifications

The below classifications are regularly recruited, are employed in large numbers across multiple departments in the City, and have minimal entry qualifications. These jobs have historically been relatively easy to recruit for, and they all serve as important internal talent development pipelines for higher classifications.

Laborer I	<u>2017</u>	<u>2019</u>	<u>2021</u>	<u>2022Q2</u>	<u>2022Q4</u>
Recruitment Length (<i>weeks</i>)	2	2	4	5.5	4
Applications Received	293	219	111	52	106
Candidates on Eligible List	161	103	65	34	65
Candidates Hired	13	29	17	11	14*
Eligible List Life	2.0	2.21**	1.05	.98	*

Clerk II	<u>2017</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>	<u>2023</u>
Recruitment Length (<i>weeks</i>)	2	2	2	3	2
Applications Received	364	340	189	92	129
Candidates on Eligible List	91	113	91	47	95
Candidates Hired	15	2	11	8	0*
Eligible List Life	2.0	2.0	1.84	1.27	*

* Eligible list is still active as of this report's publication, and the number hired may increase.

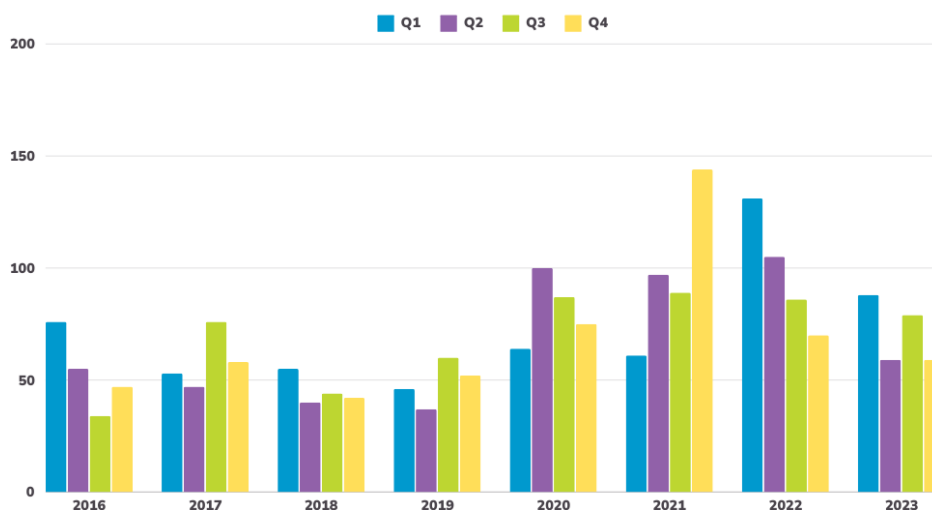
** Life of eligible list was extended pursuant to Rule IV, Section 14(g) of the Merit System Rules.

Civil Service has kept recruitment periods open longer and seen fewer total applicants. This trend began to slow in 2023 and there are signs of improvement in recruiting numbers, especially for entry level positions.

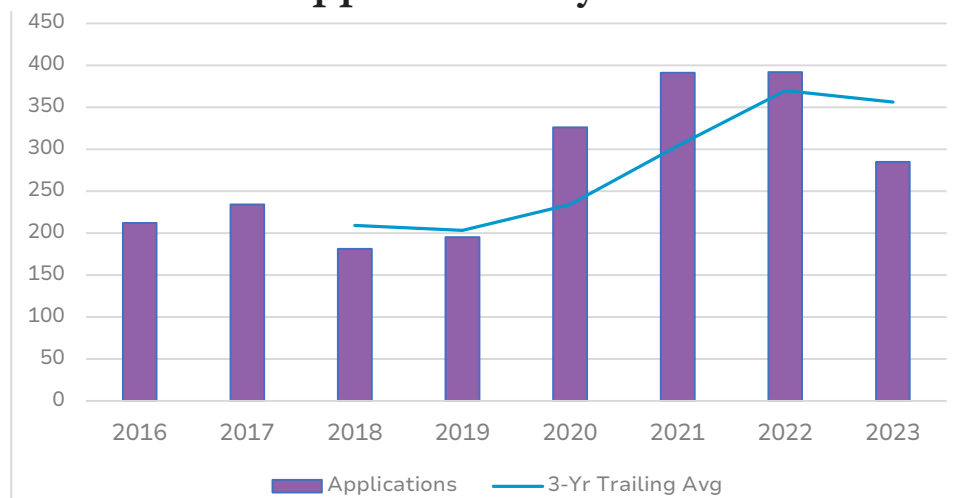
Trends for Police Officer Recruitment: Open-Entry

Recruitment for open-entry and lateral-entry Police Officers has been nearly continuous over the past nine years as the City seeks to fill vacancies. The following charts show the trends in application numbers over this period.

Open-Entry Police Officer Applications by Quarter



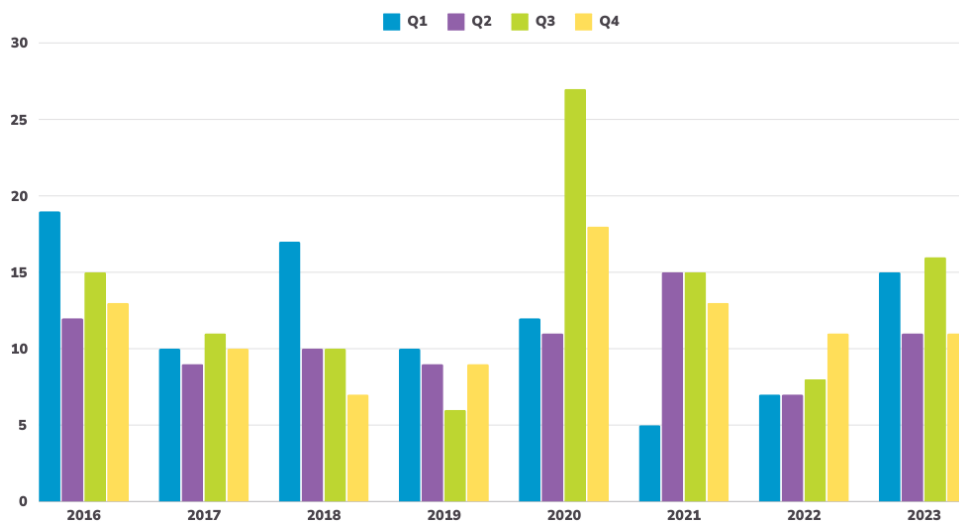
Open-Entry Police Officer Applications by Year



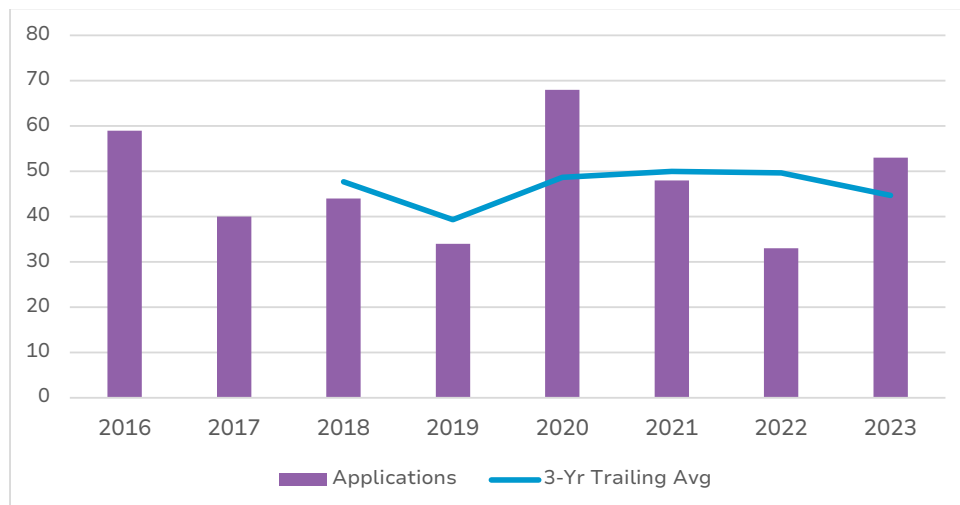
Trends for Police Officer Recruitment: Lateral

Number of applicants for open entry Officers is down 27% from its peak in 2022. But still remains higher than historical average. Lateral-entry applications are up significantly but still have not matched the peak of 2020.

Lateral Police Officer Applications by Quarter



Lateral Police Officer Applications by Year



Non-Classified Employees

Non-classified employees numbered 119 at the end of 2023. This includes elected officials. However, library personnel, temporary/seasonal, and project employees are excluded from this count. The distribution of these 119 non-classified positions is shown below.

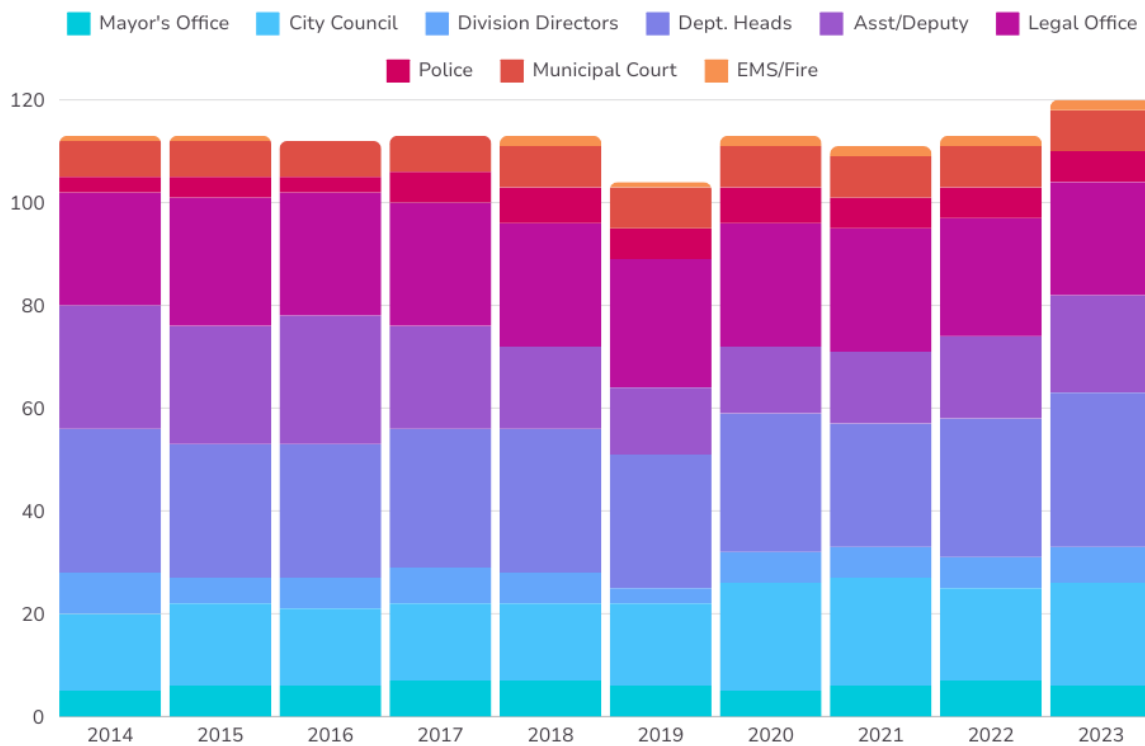
Permanent Non-Classified Employees by Year



Non-Classified Employees Continued...

Non-Classified Employees by Department

permanent employees; excludes library

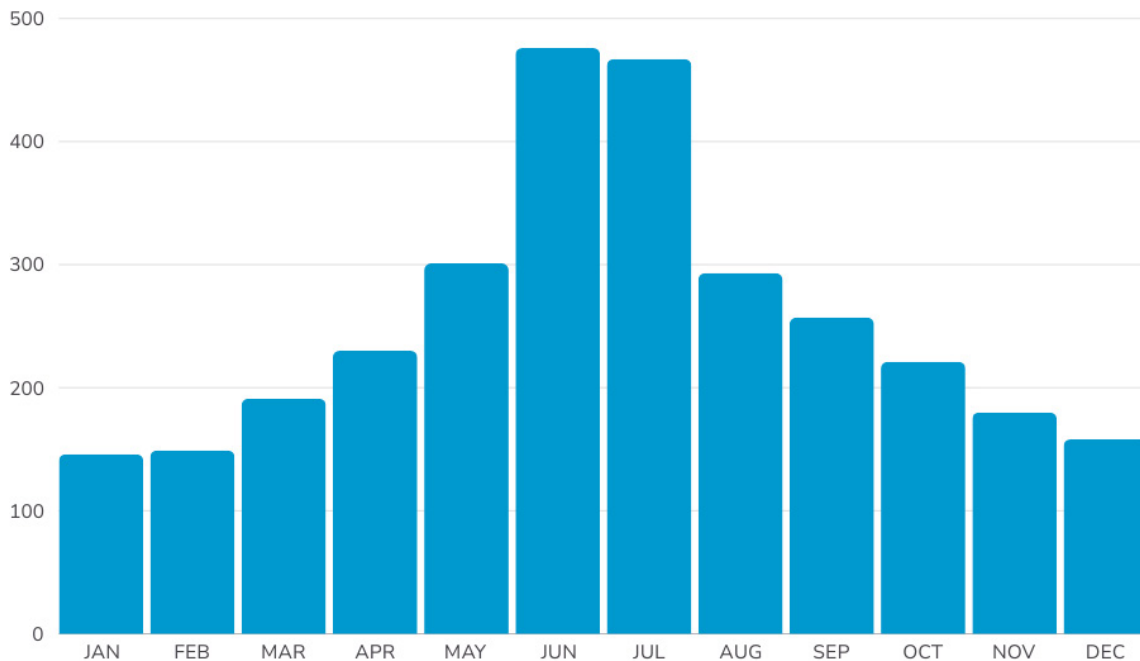


Non-Classified Employees Temporary & Seasonal

The City also employs temporary/seasonal employees throughout the year. These employees are not classified employees. The concern of the Civil Service Commission is to ensure temporary employees are not being used in lieu of permanent employees for year-round work. It can be useful, then, to look at the fluctuation through the course of a whole year to assess the seasonality.

Temp/Seasonal Employees

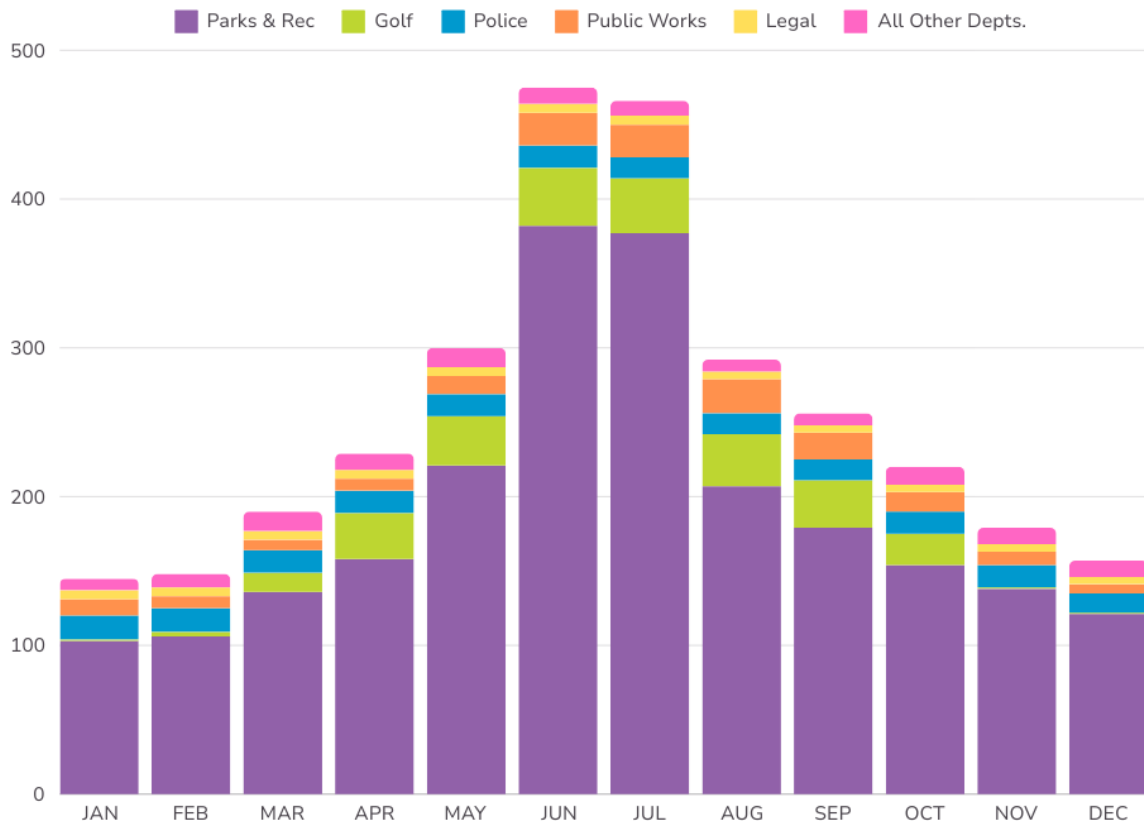
total active at month end; all departments except library



Employees Temporary & Seasonal Continued...

Monthly Temp/Seasonal Headcount

Year 2023



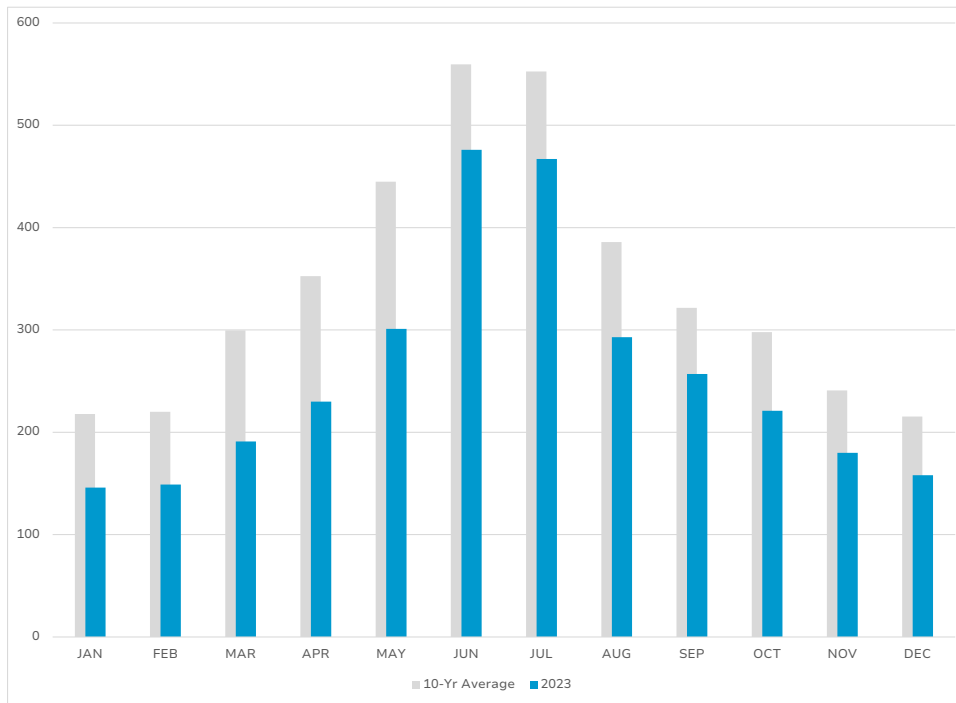
Average Temp/Seasonal Employees

Year-by-Year



Temp/Seasonal Employees by Month

2023 compared to 10-yr Averages



Website Analytics

MY.SPOKANECITY.ORG/JOBS | JAN 1 - DEC 31, 2023

City jobs are posted on the Governmentjobs.com website via NEOGOV. The My.SpokaneCity.org Career page displays a feed of these jobs, directing users through the City site before they access the actual job postings. The statistics below reflect numbers from the City Career Page at my.spokanecity.org/jobs.

In 2024, we began tracking job posting clicks through governmentjobs.com and are excited to share those statistics with you next year.

Where are users coming from?

1. Google/Organic - 50,233 views
2. Direct Link - 11,430 views
3. Bing - 5,963 views
4. Facebook Mobile - 5,727 views
5. Facebook Desktop - 2,401 views
6. Duck Duck Go - 821 views
7. LinkedIn - 783 views
8. Public Safety Testing - 750 views
9. Yahoo - 723 views
10. Twitter - 328 views

Career Page Views by City

1. Spokane - 24,040 views
2. Seattle - 19,099 views
3. Spokane Valley - 4,015 views
4. Not Set - 2,614 views
5. Coeur d'Alene - 939 views
6. Los Angeles - 939 views

Examinations

Under the City Charter, the Civil Service Commission has the duty of providing for open, free, and competitive examinations to test the relative fitness of applicants for all classified positions. Of growing importance today is the concept of openness in government. This is reflected both in legislation and in the interest shown by private citizens in the way their government operates. The City of Spokane is subject to audit by a variety of federal and state compliance agencies to assure adherence to such standards, including the Uniform Guidelines for Employee Selection Procedures.

Cooperation with departments is essential in determining the elements of a given job to be tested for, and in assessing the important duties and areas which may have an impact on those duties. Civil Service can be of assistance to departments in identifying possible areas of concern. The departments, from their knowledge, may assist us in locating sources of reference materials upon which to base examinations and whether the examination is of written, oral, training and experience evaluations, or performance. To a large extent, their cooperation is attributable to the department's awareness of the needs fulfilled and benefits derived from a high-quality examination process. This cooperation also adds an accountability element to the process which is critical.

Requisitions

Requisitions are the method that departments use to notify Civil Service of a vacancy with the intent to fill.

- There was a 21% decrease in approved requisitions in 2023.
- There was a 32% decrease in filled requisitions in 2023.

Requisitions Approved: 559

Requisitions Completed: 466

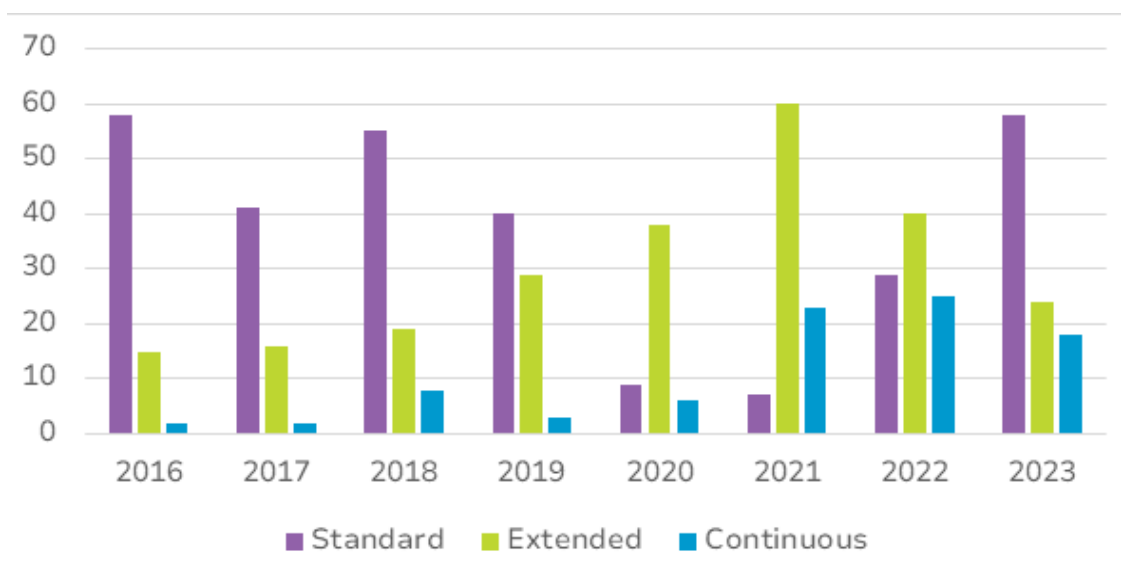
Eligible Lists & Timelines

Civil Service has established a goal to ensure that 100% of eligible lists to be maintained have a new eligible list ready to take effect as an existing list expires. This goal is not easily realized.

Eligible lists are exhausted at a much higher rate than in years past and the expectation is for this trend to continue. Many times, recruitments must be kept open continuously or must be re-opened multiple times during the year. This change decreases the number of regular, cyclic recruitments that can be done. As a result, it is not currently realistic to ensure 100% of expiring lists have a new list ready. Many promotional, internal eligible lists are also being exhausted more quickly as fewer internal candidates meet promotional requirements. To mitigate these issues, Civil Service offers shortage recruitments with alternative minimum qualifications.

Recruitment Period Length

Open-Entry



Standard = 2 weeks or less

Extended = More than 2 weeks, but less than 6 weeks

Continuous = 6 weeks or more

Turnover

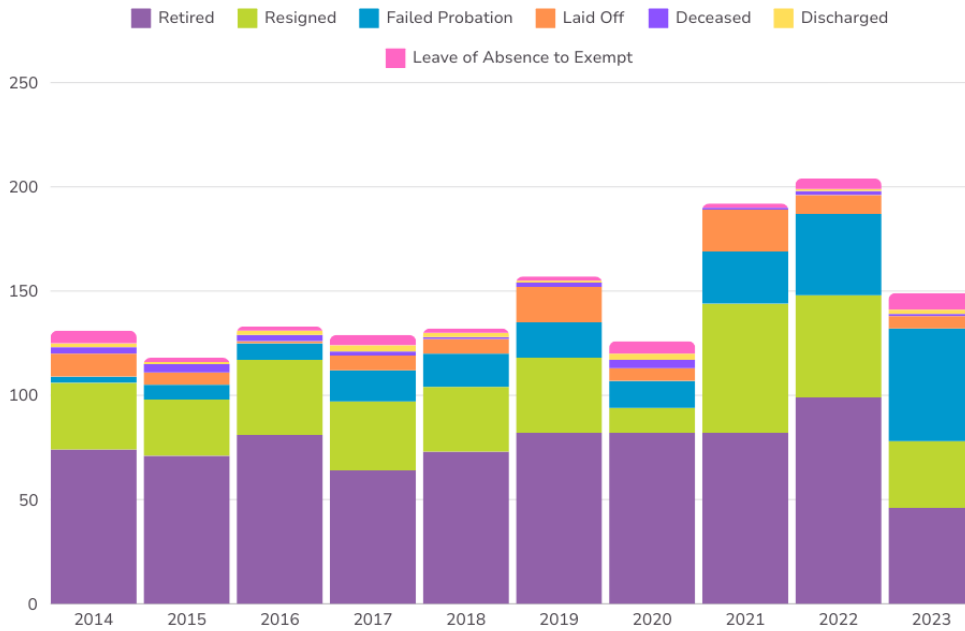
Employment turnover rates for an organization can indicate the degree of health or efficiency of that organization. The annual turnover rate among classified City employees has historically hovered around 6%, however the rate has been on the rise over the last 10 years. Turnover in 2023 saw the rate fall to 7.3%; higher than the historical average, but much less extreme than in recent years. Some interesting data include:

- Net increase in total employees with 271 hires against 149 separations.
- Resignations are down 35% year over year.
- Retirements are down 54% year over year, the lowest number since 2008.
- Historically, the 10-year trailing rate has hovered around 6%, but the last several years have seen it increase to the record highs of 2021 and 2022.
- The 7.3% turnover in 2023 is significantly lower than the prior two years.

The past several years has seen an increase in the turnover rate among all employees (classified and non-classified).

Turnover Causes

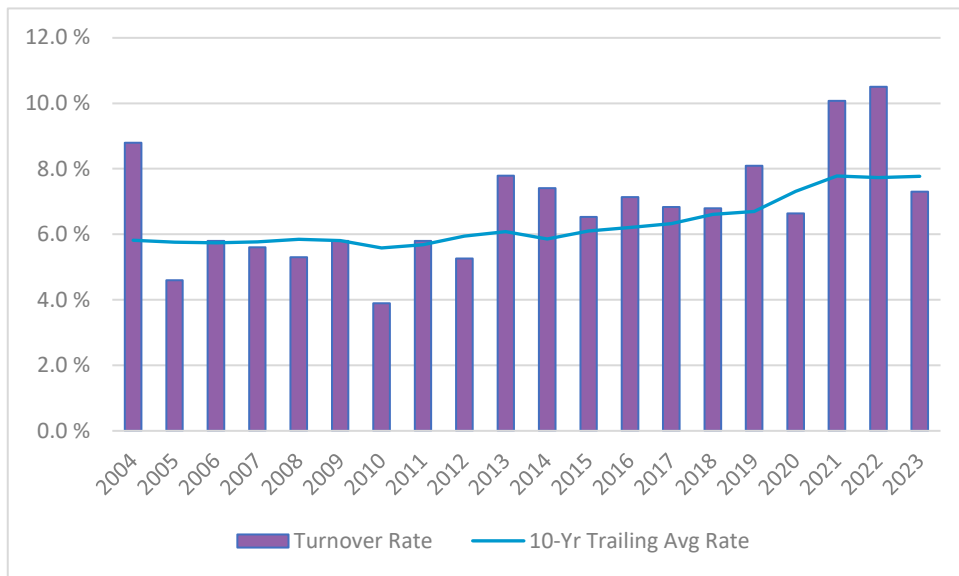
Classified Employees



The proportion of separations of any given separation reason fluctuates from year-to-year. This visualization shows the total separations and the proportion of that total each reason represents.

Turnover Rate

2004 - 2023



This chart shows the turnover rate for a given year (vertical bar) and tracks the 10-year trailing turnover rate (blue line).

Appeals & Complaints

It is the responsibility of the Spokane Civil Service Commission to investigate and pass upon any and all matters relating to the conditions of Civil Service employment with the City of Spokane. The Commission is also responsible for the investigation and determination of any claim by employees, on eligibility lists or in classified positions, who feel that they have been deprived of, or separated from, a position to which they are entitled under the provisions of the City Charter and the Rules of the Commission.

The Commission must also hear claims and complaints against certain types of administrative actions which are non-disciplinary in nature.

The following tables provide a summary of disciplinary actions and complaints/appeals to the Commission.

Disciplinary Actions

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Discharged	2	1	0	3	7	5	3	0	1	2
Suspended	4	0	6	4	14	13	9	4	2	7
Demoted	2	34	0	0	1	1	0	1	4	1
Total	8	35	6	7	22	19	12	5	7	10

Formal Appeals, Claims, and Administrative Complaints

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Filed	4	6	4	7	3	1	0	2	1	1
Withdrawn	0	2	1	2	0	0	0	0	2	0
Denied	3	4	2	4	0	1	0	2	4	1
Dismissed	**	**	**	1	2	0	0	0	7	10

Progress Report

Civil Service continues to work towards more efficient and effective processes, policies, and strategies to ensure a Civil Service system that meets the needs of this organization and supports employees throughout their careers.

Rule Review: For 22 months, a combined effort of both labor and management updated and revised the Merit System rules. The bulk of the Rule Review work was completed in 2023 by Civil Service and the Rule Review Committee. New rules will be presented to the Commission for adoption in 2024.

Test Genius Software: The software purchased in 2022 went live in August of 2023. With this new product, Civil Service staff will be better able to deliver safe, secure and professional tests in an online format. Test Genius also allows Civil Service staff to work on a robust, searchable, and efficient test item bank. This should allow for a variety of new types of testing in the future.

Classification and Test Plan: In 2023, Civil Service created, and the Commission adopted a new Senior classification for the department. This new Senior position will spend the first year continuing work on a comprehensive test and classification plan that ensures work is consistent across the department, high quality and defensible.

Marketing Plan: Marketing Coordinator Paxton Powell joined the Civil Service team in June of 2023. She began working on a dedicated recruiting website for Spokane Police and securing contracts with Indeed and LinkedIn. 2024 will see new recruiting videos, branding the department, attendance at local job fairs and building relationships with the community of Spokane.