



Civil Service  
Commission



# 2025 ANNUAL REPORT



CITY OF  
SPOKANE

CIVIL SERVICE  
COMMISSION

# CIVIL SERVICE COMMISSION



## Staff

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<b>Jerri Bjork</b>	Merit System Analyst III	<b>Shellee Ives</b>	Administrative Manager
<b>Ken Hoekema</b>	Merit System Analyst III	<b>Morgan Vanderkamp</b>	Office Clerk Specialist
<b>Lisa Olson</b>	Merit System Analyst III	<b>Briana Ruffing</b>	Office Clerk Specialist
<b>Blake Munroe</b>	Merit System Analyst II	<b>Paxton Powell</b>	Marketing Coordinator



## Commission Members

<b>Scott Stephens</b>	Chair
<b>Nicole Palmerton</b>	Vice Chair
<b>Craig Hult</b>	
<b>Mark Lindsey</b>	
<b>Karen Stratton</b>	





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# 2025 AT A GLANCE

**163**

RECRUITMENTS

**497**

POSITIONS  
FILLED

**6,782**

APPLICATIONS

**2,193**

TOTAL  
EMPLOYEES

**144**

CLASSIFIED  
EMPLOYEE  
SEPARATIONS

**125**

NON-CLASSIFIED  
EMPLOYEES

**2,068**

CLASSIFIED  
EMPLOYEES

**3,239**

ELIGIBLE  
CANDIDATES

**350**

CLASSIFICATIONS



# DEPARTMENT OVERVIEW

## 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 the 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

**Scott Stephens - Chair** | Commissioner since January 2015

Civil Service Commission Appointee - Current term ends Dec. 2029

**Nicole Palmerton - Vice Chair** | Commissioner since April 2021

City Council Appointee - Current term ends Dec. 2028

**Craig Hult** | Commissioner Since August 2011

City Council Appointee - Current term ends Dec. 2026

**Mark Lindsey** | Commissioner Since January 2015

Uniformed Employee Groups Appointee - Current term ends Dec. 2026

**Karen Stratton** | Commissioner Since July 2024

Non-Uniformed Employee Groups Appointee - Current term ends Dec. 2028



## Commission Legal Counsel

Margaret Harrington | 2024 - Present

## Chief Examiner

Kelsey Myers | 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 Saling | 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

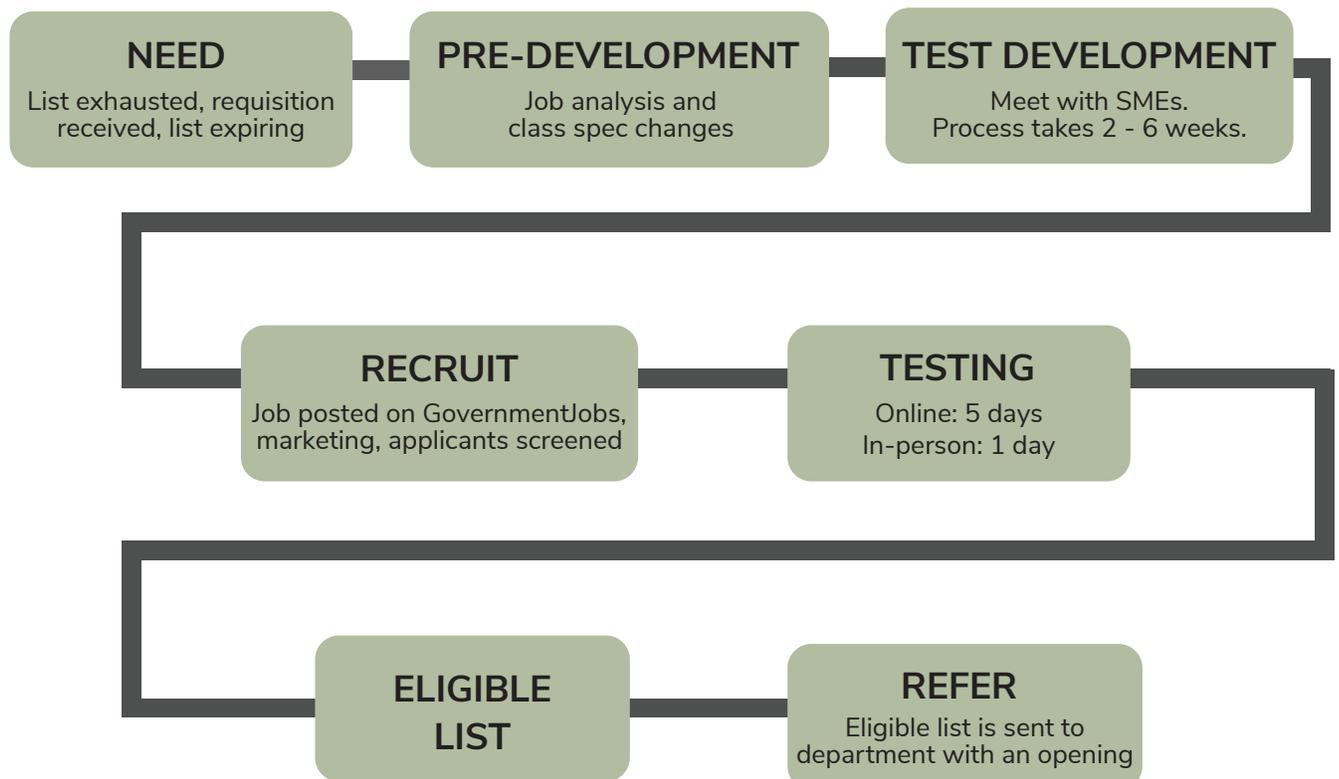
Pam DeCounter | 2017 - 2020

Judith Gilmore | 2016 - 2024



# 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

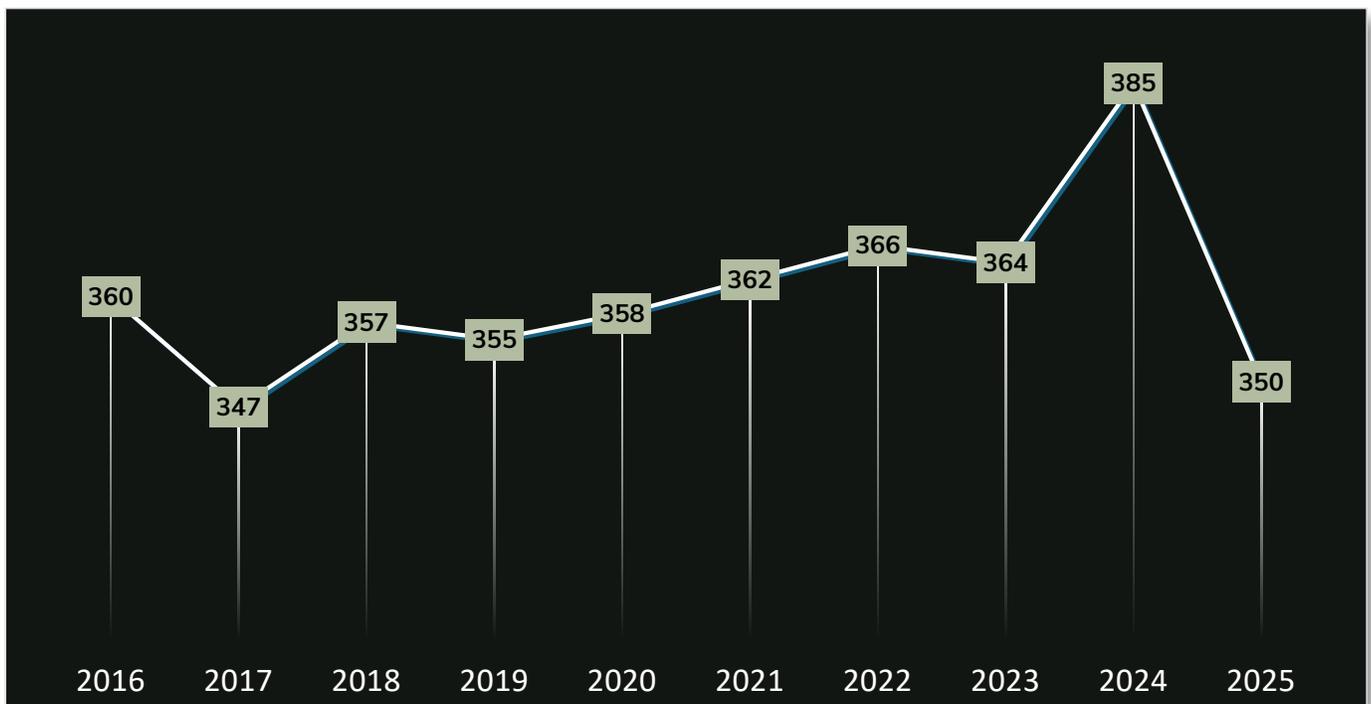
In accordance with the City Charter, the Civil Service Commission is responsible for classifying all City positions except elected, appointed, and temporary/seasonal positions.

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 2025, nine new classifications were created and 44 were deleted. A major driver of this effort was the IT Classification Study, which streamlined 32 existing IT classifications into 13 classifications that are more aligned with current job duties. The other new classifications varied across departments. Some examples include Grants Writer, Behavioral Health Paramedic, Prosecutor Support Specialist, and Equity and Inclusion Specialist.



## Classification Totals



# NON-CLASSIFIED EMPLOYEES

Non-classified employees numbered 125 at the end of 2025. This includes elected officials. However, library personnel, temporary/seasonal, and project employees are excluded from this count. On average, the quantity of permanent, non-classified employees has increased steadily over the years. As a percentage of total employees, non-classified has hovered around its historical average, ~5.5%.



## Permanent Non-Classified Employees by Year



## Total Employees by Year



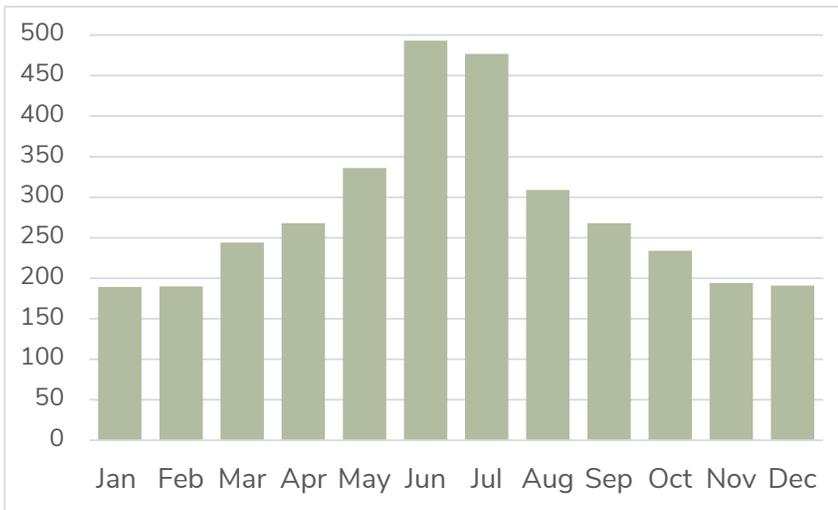
# NON-CLASSIFIED EMPLOYEES

## Temp/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.

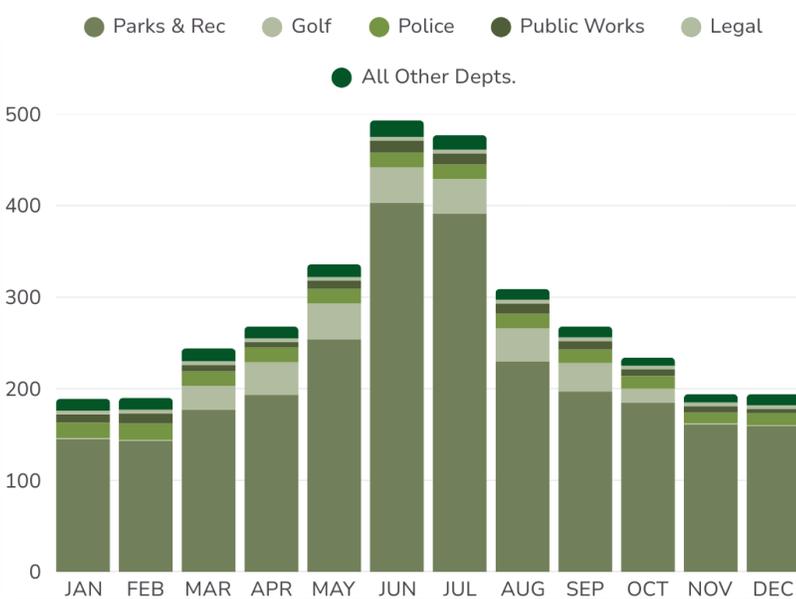
### \* Total Monthly Temp/Seasonal Employees

*total active at month end; all departments except library*



June and July see the highest number of temp/seasonal employees, driven by increased outdoor activities for citizens through the Parks Department and the peak of construction season. 2025 saw a larger spike in June than was seen in previous years.

### \* Monthly Temp/Seasonal by Department



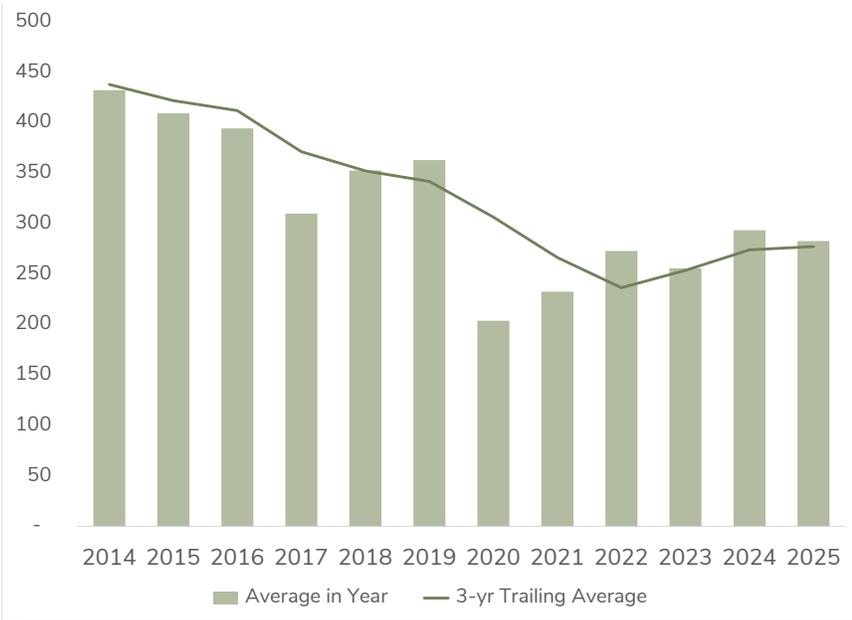
Parks & Recreation, Golf, and Public Works all see a spike in temp/seasonal employees during the summer months, while Police, Legal, and other departments stay more consistent year-round.



# NON-CLASSIFIED EMPLOYEES

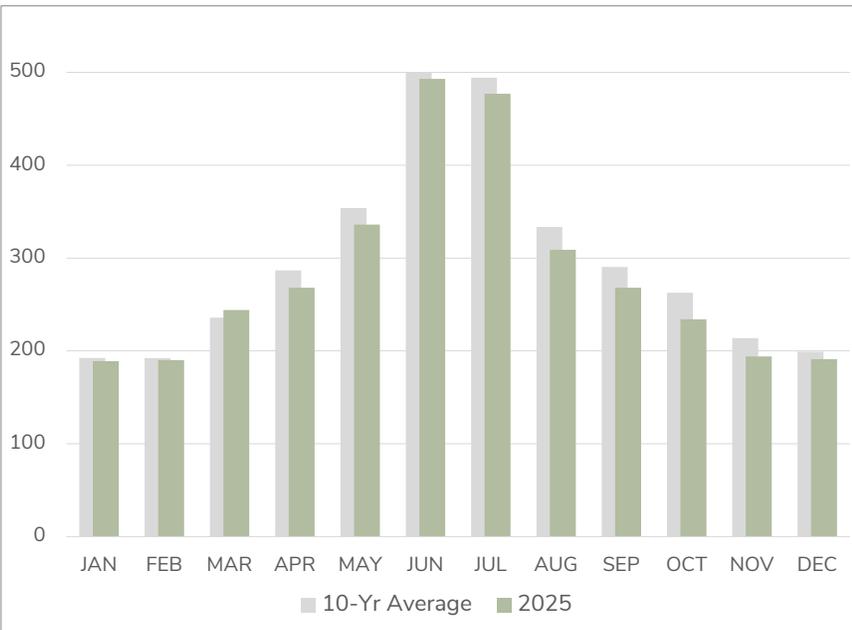
## Temp/Seasonal

### \* Annual Average Temp/Seasonal Employees 2025 compared to 3-year Trailing Average



There was a steady decline in seasonal staffing from 2012 to 2020, with a sharp drop in 2020, due to the pandemic. There has been a gradual recovery in the last 5 years, but has not approached pre-covid temp/seasonal staffing numbers.

### \* Temp/Seasonal Monthly Comparison 2025 compared to 10-year Averages



2025 staffing levels were consistently below the 10-year average, with the largest gap in October (29 fewer employees). Staffing during the first quarter was more closely aligned with the average.



# EMPLOYEE MOVEMENT

In 2025, the City of Spokane saw 437 total internal employee movements, which included reclassifications, promotions, transfers, and advancements. Additionally, 8 classified employees took promotions to non-classified jobs.

Reclassifications occur when an employee's role is adjusted to better reflect their responsibilities or evolving job requirements. These movements may result in a change in pay.

A reclassification is often the result of a classification study or job survey.

Following the March 2024 Merit System Rules changes, all demotions are now classified as transfers. As a result, transfers include both lateral movements to positions with the same maximum salary and downward movements to roles with a lower maximum salary.

## 159 Competitive Selections

15 from open eligible list  
144 from promotional list

## 46 Transfers

17 Voluntary, Same Pay  
17 Voluntary, Less Pay  
1 Transfer Return  
5 ILOL, Less Pay  
2 ILOL, More Pay  
4 Involuntary, Less Pay

## 118 Reclassifications

70 IT Study  
25 Engineering Study  
16 Police Corporal to Detective  
7 From job surveys

## 114 Other Advancements

57 Service Advancements  
17 Certification Advancements  
6 Flexible Staffing Advancements  
34 Progressive Promotions

\*ILOL = *In lieu of layoff*



# LAYOFFS

The layoff process is structured to ensure fairness and consistency by preventing hiring managers from selecting individual employees for layoff. When a layoff is required due to budgetary or operational needs, administration identifies the classification to be impacted rather than specific positions. Once a classification is selected, Civil Service provides the department with the position number(s) subject to layoff.

Within a merit system, layoffs include return rights. Employees may move to another position within the City in lieu of layoff (ILOL). Those who transfer under these provisions remain on the layoff list until they are made whole. Employees who are unable to secure another position are placed on a layoff list for three years or until they are made whole, whichever comes first. An employee is made whole when they are rehired to a position in the same classification or higher.

Hiring managers are required to consider and hire eligible individuals on the layoff list before selecting candidates from the open list.

In 2025, the City of Spokane issued 11 layoff notices due to a budget shortfall. Of these 11 people, Civil Service was able to find 6 of those people other positions within the City.

## 11 Laid Off

- 5 Budgetary
- 3 Medical
- 1 Job Requirements
- 2 Failed Promotional Probation

## 5 ILOL - Transfer Less Pay

- 4 Budgetary
- 1 Job Survey

## 1 ILOL - Transfer Same Pay

- 1 Budgetary

## 1 ILOL - Transfer Same Class

- 1 Budgetary



# TURNOVER

Employment turnover rates can reflect an organization's overall health and efficiency. The annual turnover rate among classified City employees has historically hovered around 6%, but it has steadily increased over the past decade. In recent years, the rate peaked as high as 10%. However, the rate fell from 8.2% in 2024 to 7.1% in 2025.

Other interesting data include:

- Net increase in total employees with 188 hires against 144 separations.
- Voluntary resignations outside of probation are down 24% year over year (retirements not included).
- There were 57 retirements in 2025 which is slightly less than the 3-year average of 61 per year.

**57** Retirements

**32** Voluntary Resignations

**35** Separated During Probation

**11** Layoffs

**8** Moved to Exempt Position

**1** Deaths

**0** Discharges

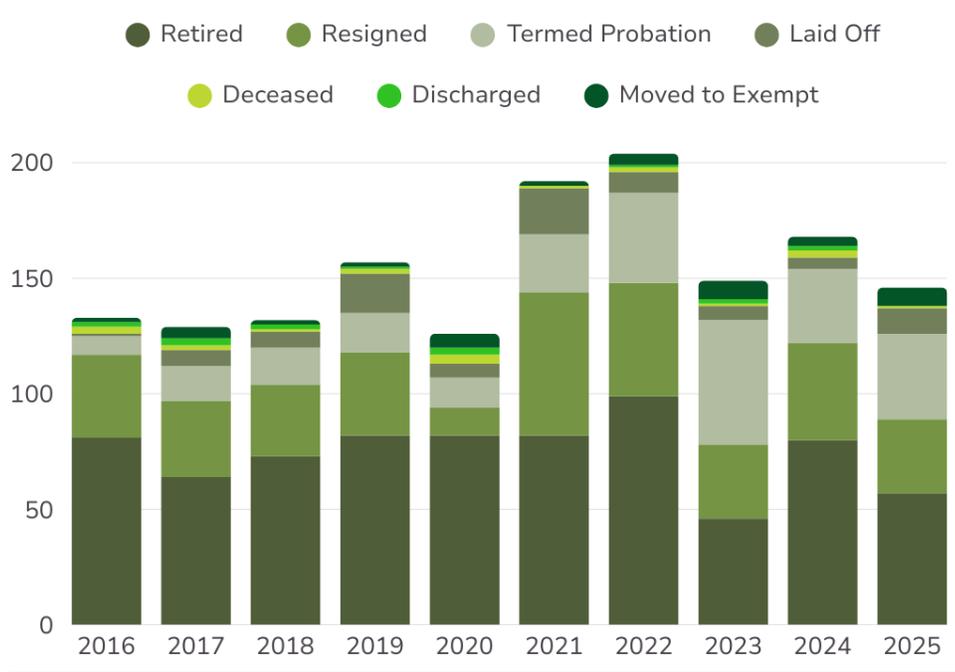
**144 Total Separations**



# Turnover Causes by Year

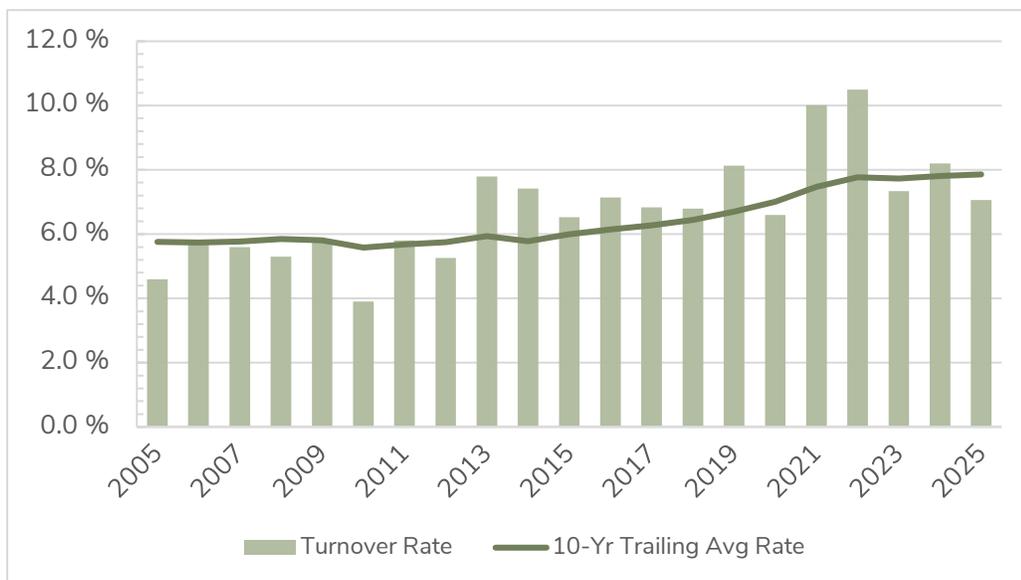
Classified Employees

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

This chart shows the turnover rate for a given year and tracks the 10-year trailing turnover rate. Historically, the 10-year trailing rate has hovered around 6%, but has increased over the last decade with peaks during the COVID-19 Pandemic.



# RECRUITMENT UPDATE

The Civil Service Commission is responsible for establishing and maintaining eligibility standards for all classified positions and recruiting qualified applicants to fill them. This is achieved through a variety of channels and platforms, including NEOGOV (governmentjobs.com), the City website career page, Careers in Government, Indeed, local college and university outreach, Spokane WorkSource, social media, various online job boards, and the City Gazette.

In 2025, Civil Service ran 163 recruitments with 6,782 applications.

Some marketing efforts were paused in October due to a managed hiring process prompted by the budget deficit. Despite this, Civil Service saw a 15% increase in applications from 2024 to 2025. The budget uncertainty slowed recruitment activity resulting in 163 recruitments, down from 172 in 2024.

**163** Recruitments

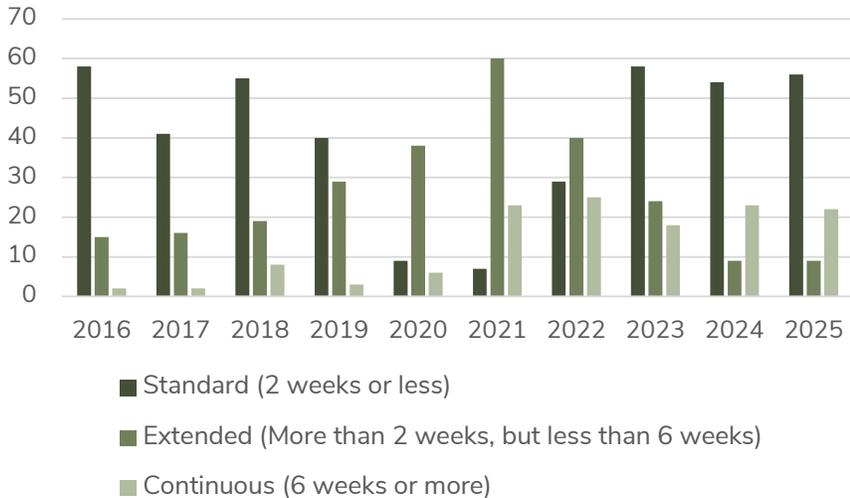
**6,782** Applications Received

**3,239** Eligible Candidates



## Recruitment Period Length

Open-entry



While the job market has begun to stabilize, the past five years—beginning with the impacts of COVID-19—have brought frequent and unpredictable shifts. In response, we’ve adapted by utilizing extended and continuous recruitment periods, allowing us to keep positions open longer than usual to reach a broader pool of applicants.

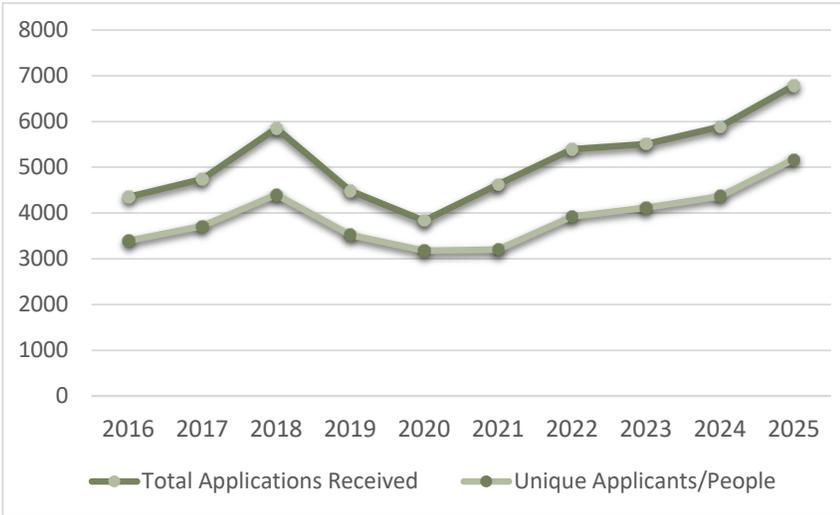


## \* Recruitments by Type



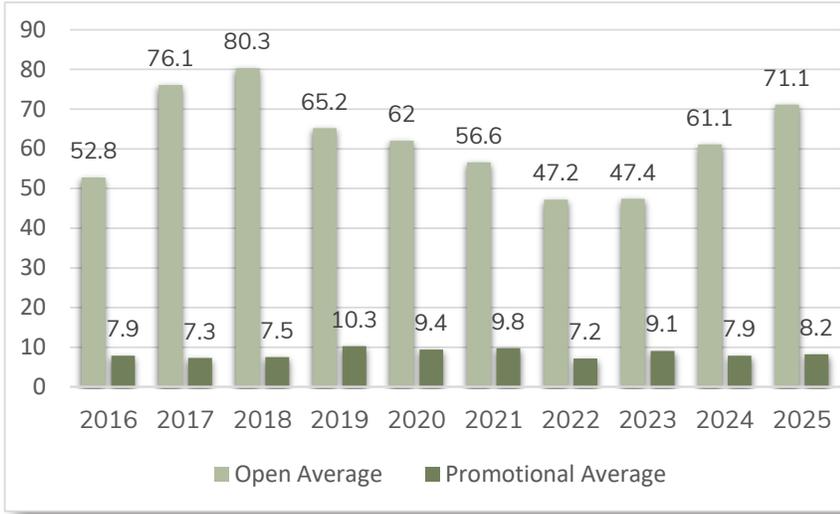
Despite end of year budget constraints for the 2nd year in a row, open-entry recruitments remained consistent. Instead, 2025 show a larger decrease in promotions and other internal movements.

## \* Total Applications



In 2025, the majority of applicants (82%) applied to only one recruitment. Meanwhile, 11% applied to two jobs, 4% to three jobs, and 3% submitted applications for four or more positions.

## \* Average Applicants by Recruitment Type



As expected, the average number of applicants is higher for open-entry recruitments compared to promotional recruitments. This is because open-entry positions are available to the general public, attracting a broader pool of applicants, whereas promotional recruitments are limited to current employees.



# RECRUITMENT MARKETING

Marketing for Civil Service focused on two primary external strategies: an awareness strategy and a direct recruitment strategy. The awareness strategy was designed to keep City of Spokane top of mind for future job seekers and encourage word of mouth referrals. Efforts combined paid ads with organic social media content and in-person engagement at job fairs and community events. The direct recruitment strategy focused on marketing specific roles to qualified candidates through sponsored job posts on job boards. Separate from external marketing strategies, 2025 was also a big year for internal communication efforts through the Merit Tour and email newsletters.



## Job Boards

Newly opened recruitments were posted on various job boards depending on recruitment needs. While most job boards are free, the City has contracts with LinkedIn and Indeed to increase visibility on these popular platforms. Over the course of the year, 2,192 job seekers clicked the apply button on LinkedIn postings, and 2,879 did so on Indeed. Combined, job postings on these two platforms received 61,331 views.



## Job Fairs

We attended 17 events and job fairs throughout the year to educate job seekers about the Civil Service hiring process and promote careers with the City of Spokane. These events ranged from general City events, to specialized college career fairs targeting specific majors.



## Paid Ads

Hulu, Spotify, and Instagram are part of the general awareness marketing strategy. The messaging was generic encouraging interested job seekers to explore opportunities at the City. Collectively, paid ads received 1,374,687 impressions and reached 456,224 unique users. Each user saw the ads an average of 2.42 times.



## Merit Tour

The Merit Tour is an internal communications campaign designed to foster relationships with employees outside of City Hall who may have limited access to Civil Service during working hours. We visited 8 departments and had over 100 interactions addressing questions about transfers, promotions, Merit System Rules, and more.



# WEBSITE ANALYTICS

MY.SPOKANECITY.ORG/JOBS | JAN - DEC, 2025

City jobs are posted on the governmentjobs.com website via NEOGOV. The City of Spokane 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.

Marketing promotions for specific jobs are linked directly to the posting on governmentjobs.com and therefore will not be reflected in the numbers below. Unfortunately, governmentjobs.com does not provide us with any analytics information for specific jobs, so our City Career page is the best way to get a feel on where job seekers are coming from.



## Referral Sources

1. Google/Organic - 75,193 views
2. Direct Link - 16,049 views
3. Instagram Paid - 10,044 views
4. Bing Organic - 7,712 views
5. Mobile Facebook - 6,512 views
6. Desktop Facebook - 1,158 views
7. Yahoo/Organic - 1,103 views
8. DuckDuckGo/Organic - 1,056 views
9. Instagram - 988 views
10. Governmentjobs.com - 834 views



## Top 10 Jobs by Clicks

1. Police Radio Dispatcher I - 4,015 clicks
2. Police Records Specialist - 3,992 clicks
3. Firefighter - 2,401 clicks
4. Police Records Specialist - 2,277 clicks
5. Police Officer - 2,189 clicks
6. Community Justice Counselor - 1,629 clicks
7. Resource Conservation Mgr - 1,359 clicks
8. Fire Protection Engineer - 1,336 views
9. Sign Painter - 1,200 views
10. Office Clerk Assistant - 1,104 views



## Visitor's Top Cities

1. Seattle - 34,954 views
2. Spokane - 34,255 views
3. Spokane Valley - 8,122 views
4. Not Set - 4,412 views
5. San Jose - 1,917 views



# 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 high-volume recruitments, 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>	<u>2024</u>	<u>2025</u>
Recruitment Length (weeks)	2	2	4	5.5	4	2	2
Applications Received	293	219	111	52	106	109	192
Candidates on Eligible List	161	103	65	34	65	51	101
Candidates Hired	13	29	17	11	14	11	14
Eligible List Life	2.0	2.21**	1.05	.98	1.67	1.02	1.01



## Office Clerk Assistant

	<u>2017</u>	<u>2018</u>	<u>2020</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Recruitment Length (weeks)	2	2	2	3	2	n/a	2
Applications Received	364	340	189	92	129	n/a	338
Candidates on Eligible List	91	113	91	47	95	n/a	212
Candidates Hired	15	2	11	8	7	n/a	1*
Eligible List Life	2.0	2.0	1.84	1.27	2.00	n/a	*



## Refuse Collector I

	<u>2019</u>	<u>2021</u>	<u>2022</u>	<u>2023Q1</u>	<u>2023Q4</u>	<u>2024</u>	<u>2025</u>
Recruitment Length (weeks)	2	4	6	3	2	2	2
Applications Received	189	123	57	84	92	92	113
Candidates on Eligible List	119	73	33	57	55	56	84
Candidates Hired	26	23	8	12	11	5	8*
Eligible List Life	2.0	0.97	0.79	0.98	0.88	1.04	*

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

\*\* Life of eligible list was extended per Chief Examiner

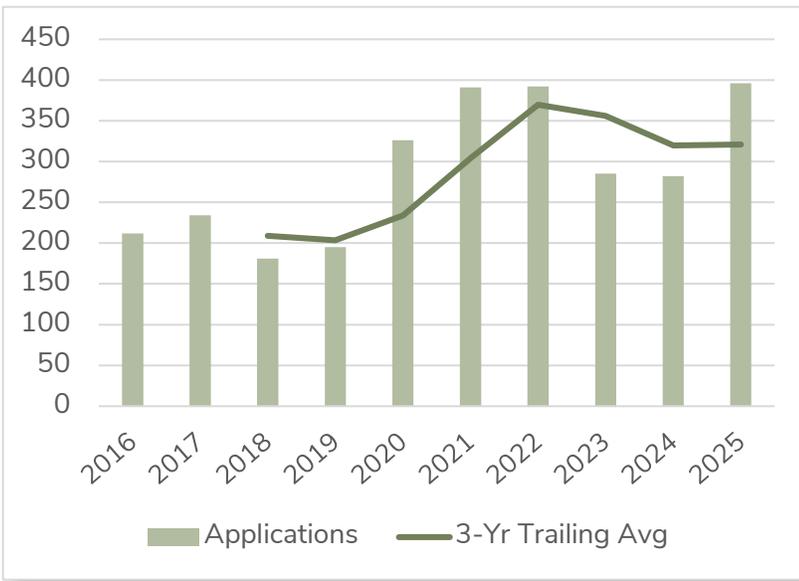
| April 2024 rule change made open-entry lists valid for just one year.



# RECRUITMENT TRENDS POLICE OFFICER

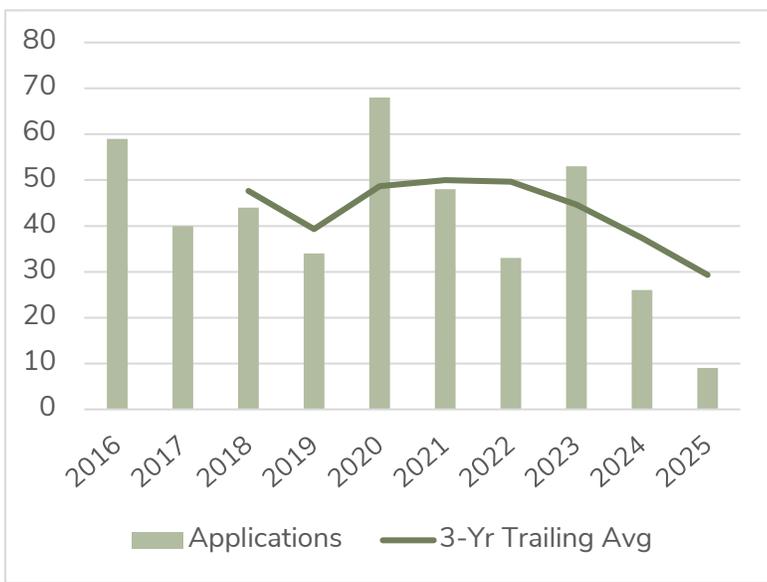
Recruitment for open-entry and lateral-entry Police Officers has been nearly continuous over the past ten years as the City seeks to fill vacancies. The following charts show the trends in application numbers over this period.

## \* Open-Entry Police Officer Applications by Year



The number of applications for open-entry officer positions increased in 2025, from 282 to 396. Even with a dip in applications during the 2022-2023 years, application numbers have remained much higher than pre-covid times.

## \* Lateral Police Officer Applications by Year



Lateral-entry applications dropped by 65% compared to the previous year, with 2025 recording the lowest number of applicants in the past 10 years. Due to budget constraints, the Police Department paused hiring lateral officers, keeping the recruitment open but adding a note to the job posting that no lateral hires were currently being made. In July of 2025, we closed the lateral recruitment for the remainder of the year.



# JOINSPOKANEPD.ORG

JANUARY - DECEMBER 2025

The Civil Service Commission launched a new recruitment website for the Police Department in April 2024. The site provides comprehensive information on how to apply and become a Police Officer with the City of Spokane, covering topics such as the hiring process, minimum qualifications, automatic disqualifiers, salary & benefits, FAQs, and more.

The website also highlights professional civilian positions, volunteer opportunities, and the SkillBridge program. Below are website analytics detailing the most visited pages and where website visitors are coming from.

In the second year, total website page views increased 58% from 22,877 views in 2024 to 54,816 views in 2025. Users also increased 63% year over year.



## Visitor's Top Cities

1. Seattle - 4,076 views
2. Spokane - 2,101 views
3. Not Set - 1,307 views
4. Des Moines - 823 views
5. Spokane Valley - 555 views



## Referral Sources

1. Google Organic - 22,210 views
2. My.SpokaneCity.org - 16,702 views
3. Direct Link - 7,975 views
4. Government Jobs - 3,000 views
5. Bing - 1,549 views



## Pages Ranked

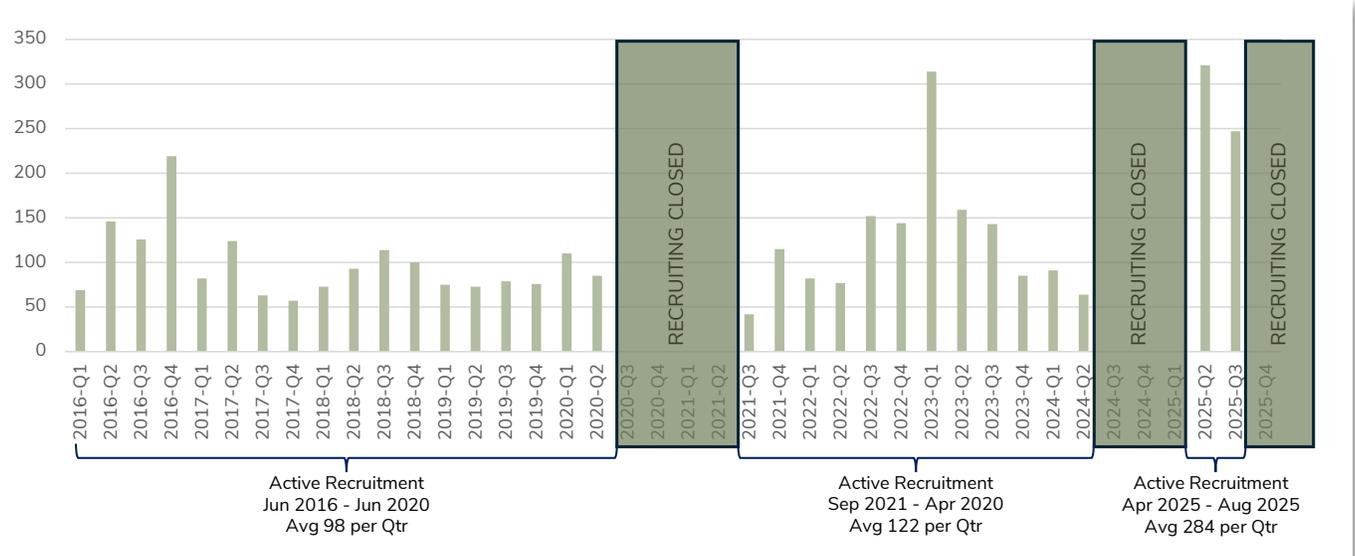
1. Home - 12,677 views
2. Police Officer - 7,865 views
3. Salary and Benefits - 7,207 views
4. Careers - 5,448 views
5. Minimum Qualifications - 4,696 views
6. Hiring Process Police Officer - 4,405 views
7. Contact a Recruiter - 2,004 views
8. FAQs - 1,902 views
9. Police Record Specialist - 1,780 views
10. Police Radio Dispatcher - 1,743 views



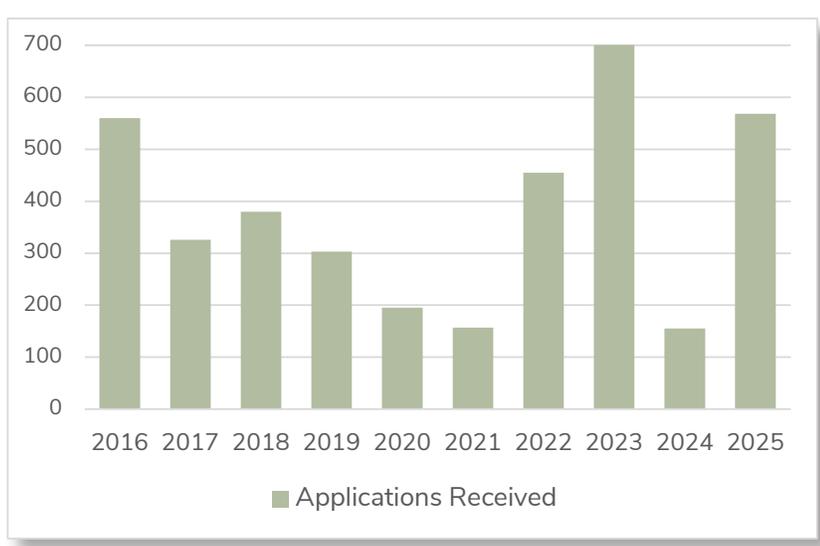
# RECRUITMENT TRENDS FIREFIGHTER

## \* Open-Entry Firefighter Applications by Quarter

This graph shows application numbers by quarter with dates the recruitment was closed overlaid. The spikes in Q1 of 2023 and Q2 of 2025 correlate with free testing with Public Safety Testing. The recruitment was closed in April of 2024 due to the rule change from a 2 year eligible list to a 1 year eligible list. In addition, the Fall 2024 Academy was canceled, so we did not reopen the recruitment until Q2 of 2025.



## \* Open-Entry Firefighter Applications by Year



In the last 10 years, 2023 saw the highest number of applications (703) for open-entry firefighter. 2025 saw the 2nd highest number with 568 applications. The recruitment was closed for 8 months in 2024. That paired with no PST free test likely contributed to the lower application numbers.



# JOINSPOKANEFIRE.ORG

JUNE - DECEMBER 2025

The Civil Service Commission launched a new recruitment website for the Fire Department in June of 2025. The site provides comprehensive information on how to apply and become a Firefighter with the City of Spokane, covering topics such as the hiring process, minimum qualifications, how to prepare, salary & benefits, FAQs, and more.

In only 7 months, the website garnered 11,152 users and 30,206 total views. We expect this number to increase in 2026 not only from a full 12 months of data, but also with increased website awareness by job seekers.



## Visitor's Top Cities

1. Seattle - 3,128 views
2. Spokane - 1,332 views
3. Not Set - 1,202 views
4. Los Angeles - 516 views
5. Spokane Valley - 404 views



## Referral Sources

1. My.SpokaneCity.org - 11,418 views
2. Direct Link - 6,303 views
3. Google/Organic - 7,068 views
4. Mobile Facebook - 2,632 views
5. Public Safety Testing - 1,200 views



## Pages Ranked

1. Home - 15,065 views
2. Salary and Benefits - 4,178 views
3. Minimum Qualifications - 3,519 views
4. Hiring Process - 3,400 views
5. Apply - 1,248 views
6. How to Prepare - 1,056 views
7. Career Advancement - 821 views
8. FAQ - 647 views
9. Contact - 221 views



# REQUISITIONS



A requisition is a formal request from a department to Civil Service to fill a job opening. It signals that the department is ready to start the hiring process. Requisitions include new hires, progressive promotions, standard promotions, reclassifications, service advancements, transfers, and layoff returns.

- There was a 38% increase in filled requisitions in 2025.

**497** Positions Filled

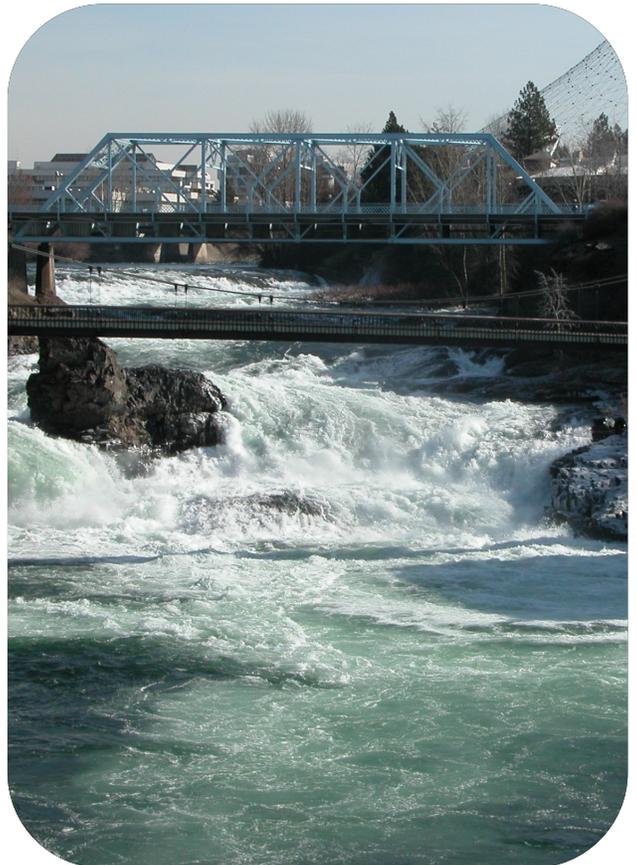
2024 used the term “vacancies filled.” In 2025, we changed the term to “positions filled” as it more accurately represents a requisition.

# 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.

Test development involves a Merit System Analyst working closely with Subject Matter Experts, who typically work in or above the position we are creating a test for.

Civil Service utilizes multiple test types including: multiple choice, written exercises, training & experience, oral boards, performance exams and more. Looking forward, we are increasing the use of tests such as structured interviews and performance exams to better assess the skill sets of our candidates.



# 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 recruitments that can be done. As a result, it is not 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.



Eligible lists and timelines were both impacted by the Merit System Rule changes that took effect in April 2024. Open-entry eligible lists are now valid for one year instead of two, based on feedback that many candidates remaining on the list after the first year were no longer interested in the position. This change reduces the wasted time for hiring managers and shortens the gap before receiving a fresh list of candidates. Promotional lists are still valid for two years.

Another key rule change expanded the number of candidates considered for each position from 10 names to 15, giving hiring managers a larger pool of candidates to interview and increasing the likelihood of making a hire.



# 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	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Discharged	0	3	7	5	3	0	1	2	2	0
Suspended	6	4	14	13	9	4	2	7	7	9
Demoted	0	0	1	1	0	1	4	1	3	4
Total	6	7	22	19	12	5	7	10	12	13

 Appeals, Claims & Complaints	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Filed	4	7	3	1	0	2	1	1	0	1
Withdrawn	1	2	0	0	0	0	2	0	0	0
Denied	2	4	0	1	0	2	4	1	0	1
Dismissed	**	1	2	0	0	0	7	10	0	0

\*\*Appeals dismissed were not tracked separately prior to 2017 and were generally recorded as "denied."



# PROGRESS REPORT



## 2025-2026 Budget

The 2025-2026 biennium budget was adopted by City Council in December of 2024. The Civil Service Commission reduced its budget to assist with the budget shortfalls. Reductions in spending for advertising and marketing were implemented to ensure that appropriate staffing levels were maintained. Reductions were also made to staff development and travel. While this was warranted due to the budget shortfalls, staff training and development remains vital. Ensuring staff is current on new and developing best practices and meeting industry standards is an important part of a professional and well-developed team. For the 2027-2028 Budget cycle, including funds for staff training and development must be a priority.



## Classification and Test Plan

In 2025, Civil Service completed a variety of classification studies including final completion and allocation of new classifications for the IT Department.

A complete rebuild of the existing grants analyst line, the professional engineering line and the parks recreation line were also completed. Classification work on lines of progression began for the Waste to Energy facility and the Wastewater Treatment Plant and these will continue into 2026.

Work began to bring back the Firefighter testing in-house and will be ready for use in 2026. New classifications and work for the new Emergency dispatch Center (SUN) was initiated.

Internally, Civil Service continued process improvement including updated process and policies for job surveys, standard competency language and formatting for all job specifications and post-test processes and procedures.

Civil Service completed several Public Safety promotional Assessment Centers including Police Sergeant and Police Lieutenant.

In 2026, work will continue for the Waste to Energy facility and the Wastewater Treatment Plant. Classification studies of the Police line, Fleet Services, and the Inspection line will also begin.

Internally, 2026 will see continued process improvement and robust internal training processes from Senior staff.

