Office of the Independent Budget Analyst

San Diego Civil Service Hiring
IBA Report 13-30

Presentation to the

Rules and Economic Development Committee

July 24, 2013

Civil Service Hiring - Introduction

- IBA report 13-14 "General Fund Vacancy Status" presented to B&FC on Mar. 13, 2013 includes:
  - Vacancy issues for certain General Fund depts.;
  - Process of filling classified City vacancies;
  - Concerns re: the length of time for the hiring process.
- At Mar. 13 B&FC meeting:
  - Personnel Dir. was asked to identify ways to streamline the hiring process and a "wish list" for needed changes.
  - Council Pres. Pro Tem Lightner agreed to examine the recruitment and hiring process at R&ED Committee.
- Suggestions for ways to enhance the hiring process were provided by the Personnel Director on April 17.

Civil Service Hiring - Introduction

- IBA report 13-30 includes:
  - General break-down of traditional human resources functions at City departments;
  - Summary of process of filling classified City vacancies;
  - Average timeframe statistics for the hiring process;
  - Recent actions by the Personnel Department to reduce the time taken in the hiring process;
  - Status of hiring process activities for new FY 2014 FTE's and reconciliation of FTE changes – FY2013-FY2014;
  - Personnel Department suggestions re: hiring process;
  - Potential next steps.

Traditional HR Functions at the City

Spread among a number of City departments, including:

- Personnel Department (budgeted 60.36 FTE for FY14)
  - Civil Service recruitment and hiring (approx. 95% of City positions are classified);
  - Equal employment opportunity investigations;
  - Support for the Civil Service Commission;
  - Maintenance of the City's employment records database;
  - Administration of position control in SAP;
  - Payroll reviews in relation to Civil Service rules;
  - Job classification and salary studies.

Traditional HR Functions at the City

- Human Resources Dept. (budgeted 18 FTE for FY14)
  - Labor Relations (policy advice/meet and confer);
  - Grievances, disciplinary actions at the dept. level;
  - Employee Learning and Development;
  - City's Volunteer Program;
  - Support for Citizens' Review Board on Police Practices and Human Relations Commission;
  - Citywide internal communications;
  - ADA issues;
  - Employee rewards and recognition program;
  - Filling of executive branch unclassified positions.

Traditional HR Functions at the City

- Risk Management Dept. (budgeted 79.88 FTE for FY14)
    - Workers' compensation program;
    - Employee health and safety programs;
    - Employee benefits contracts;
    - Employee savings plans;
    - Long-term disability plan;
    - Employee assistance program.

Civil Service Hiring - Principles

- The Civil Service Commission (CSC), as prescribed by the City Charter, supervises the selection, promotion, and removal of all classified City employees.
  - Primary purpose is "to safeguard against a 'spoils' system, in which influence rather than merit determined who gained City employment."
  - It is a stated policy of the CSC that equal opportunity be afforded to all applicants

Civil Service Hiring - Principles

- The "Merit System" is used to ensure the Civil Service process is free of political influence using:
  - Clearly defined requirements for being hired;
  - Rules for employee movement within the system (transfers, promotions and terminations); and
  - Clearly defined employee employment rights (layoffs, discipline, promotions etc).

Hiring Process Timeframes

Hiring Process Step (in Average Number of Days)	Timeframes based on hiring requests in first six months of CY 2013	Timeframes based on CY 2012 hiring requests
Days between a position becoming vacant and hiring department requesting a certified list	156	133
When recruitment needed, days between hiring dept. request for certified list and provision of certified list by Personnel Department	57	100
Days from hiring department receipt of certified list to conditional job offer (includes candidate interviews)	33	40
Days from fingerprinting to background clearance received by hiring department	8	12
Days from background clearance date to start work date	26	27
When no recruitment necessary (certified list available), days between hiring dept. request for certified list and receipt of such list	8	17
When position filled via promotion, days from hiring dept. receipt of certified list and date of hire	56	67

Recent Actions by Personnel to Reduce Hiring Process Time

- Hiring department assistance
  - Outreach regarding recruitment needs
  - Training (anticipated to be ready Sept. 2013)
- Predictive recruiting - to develop new list before old certified list expires (for certain classifications)
  - Ex: Police Officers, Management Trainee, Clerical Assistant II, Librarian series, Engineering series
- Electronic application review for completeness
- Certain electronic notifications to applicants and eligible candidates

Recent Actions by Personnel to Reduce Hiring Process Time

- Automatic <u>rejection</u> of applications not meeting minimum qualifications:
  - Used for all classifications for simple minimum qualifications (age, legal right to work in the US).
  - For classifications with more complex variations in answer possibilities, feature is more complex to set up for all minimum qualifications.
  - <u>Acceptance</u> of applications is not automatic, as interpretation by analyst is needed.
- Reassignment of staff to the Certification Section

Future Steps Being Explored

- Personnel is moving toward automatic rejection for incomplete attachments to the application:.
  - Includes missing or unsuitable documents attached to the application (requirements such as training certifications, drivers licenses, transcripts).
- Currently, Personnel provides the opportunity for applicants to submit missing documents, as there is no in-house capacity for document submission for applicants with no computer or document scanning capabilities.
  - In-house solution is anticipated to be in place early October.

Future Steps Being Explored

- Utilizing Police Dept. background check process for Police Dept. civilians:
    - Whether the Police Dept. can share background check information with Personnel is subject to legal review.
    - Currently, both the Police Dept. and Personnel conduct a background check for civilian Police Dept. employees so that Personnel can retain access to information should such employees transfer to other departments.
    - Allowing for sharing of background check information would avoid duplicative background check work and related costs.

Personnel Department Suggestions

- Suggestions for ways to enhance the hiring process were provided by the Personnel Director on April 17 and include:
  - The creation of a Departmental unit for new-hire processing;
  - Additional staffing for the recruitment process;
  - Reinstatement of Personnel Dept. staff support in certain City departments.
  - These recommendations include 9 new positions.
- Allowing for the creation of a certified list before resolution of all appeals – est. 1-2 weeks time savings.

Other Considerations

- Exploring the utilization of additional NEOGOV capabilities – online hiring manager portal:

  - Ability for hiring manager to screen candidates' application materials at his/her desk;

  - Ability to create/route requisitions to the Personnel Department online;

  - Ability to generate email/hard copy notices to candidates, including interview scheduling and job offer letters.

Other Considerations

- Limiting the pool of applicants (by limiting the number of days the job posting is open):
    - Personnel balances this strategy with negative effects of narrowing the applicant pool.

- Background checks:
    - Currently do not begin until conditional offer to final candidate;
    - If moved back to the final interview candidates, may save a few days, but in cases where notice to previous employer needed, more likely no time savings;
    - Additional costs for higher number of background checks would be incurred.

Other Considerations

- Coordinating with other jurisdictions to capitalize on economies of scale:
  - Issues include agreement on minimum qualifications, systems issues, risk of jurisdictions desiring the same best candidates.
- Multiple departments in a coordinated interviewing and screening process.
  - Multiple departments needing candidates from the same job classification would jointly screen qualified candidates and then select from the results.
  - Personnel has previously coordinated such a process, but currently does not have resources to manage it.

Next Steps

- The IBA recommends that the R&ED Committee further review the Personnel Department's needs with the Personnel Director and consider whether any position increases should be part of the Mid-Year Budget Adjustments.

- To further examine issues here in our City, we recommend that hiring departments submit suggestions for hiring process improvements to the IBA.

- This Fall we anticipate R&ED will vet any additional developments in process improvements by the Personnel Department, as well as the anticipated audit of recruiting efforts from the Office of the City Auditor.

QUESTIONS ?

Rules and Economic Development Committee

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