## OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

**Date Issued:** September 18, 2014

**IBA Report Number:** 14-35

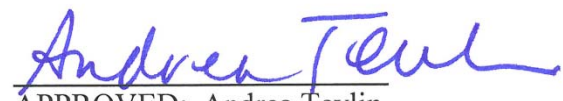**City Council Meeting Date:** September 23, 2014

**Item Number:** 330

# Personnel Department's Informational Update Regarding the Civil Service Hiring Process

On September 23, 2014 the Personnel Department will present an informational update regarding the civil service hiring process to the City Council.  A memorandum from Personnel, dated September 9, 2014, is attached to the docketed item.  It explains process improvements that have been made by Personnel, displays performance metrics and references previous reports and analyses prepared by our office and the Office of the City Auditor.

For Council's reference when hearing this item, we are presenting the summary of recommendations that were made in our last report on the hiring process:  Attachment 3 to IBA report number 14-01 entitled, "Civil Service Hiring Process: Vetting Internal City Issues."  Not every IBA recommendation is addressed in the Personnel Department's update to Council. However, Personnel's report includes significant steps that they have taken over the past couple years and outlines some of the larger undertakings that they plan to complete in the future.  We appreciate their work and the sharing of progress they have made, and we look forward to continuing to work with them.


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Fiscal & Policy Analyst

APPROVED:  Andrea Tevlin
Independent Budget Analyst


Attachment:
"Consolidation of Recommendations" (Attachment 3 to IBA Report 14-01)

# Consolidation of Recommendations

An action we recommend, as suggested by a hiring department, is that the City create a working group of key departments, along with the Personnel Department, for constructive dialogue and collective solutions to city-wide hiring challenges. We recommend Personnel staff and the working group of key departments return to the Committee on Budget and Government Efficiency by April 2014 with their initial thoughts on recommendations made in this report, including the identification of any budget impacts for FY 2015.

Another recommendation is that the City Council consider the Personnel Department's position increase requests that were included as part of the FY 2015-2019 Five-Year Outlook's "Discretionary Operational Needs." Additional recommendations are outlined below.

### *Recommendation Related to Average Timeframes for the Hiring Process*
1. We recommend that the City set performance targets, for both the Personnel Department steps and the hiring department steps in the hiring process.

### *Recommendations Related to Utilizing NEOGOV Technology*
We recommend that the Personnel Department move forward with expanding utilization of NEOGOV technology, and that Personnel either identify funding or be provided funding in the very near future to accomplish the following:
1. Make software changes for more efficient tracking of hiring timeframes (estimated at $2,000-$3,000); and
2. Obtain consulting services to help determine how the City can optimize the use of NEOGOV, including the hiring manager portal (estimated at $5,000).

### *Recommendations for Improving Paper-Based Processes*
1. The Personnel Department create a quick reference document that lists all Personnel Department forms requiring original signatures/hard copies, and under which conditions original signatures are required;
2. The Personnel Department have discussions with the City's external auditors and key departments (such as Office of the Comptroller, Office of the City Attorney, Office of the City Auditor and Human Resources) to clarify which forms require original signatures;
3. The Personnel Department consider acceptance of a singular form (instead of requiring multiple forms) when a hiring department requests certified lists for multiple job classifications with respect to a vacant position; and
4. The Personnel Department ensure hiring departments are aware that Personnel can provide eligible candidates' information in Excel format, which can include email addresses.

### *Recommendations for More Efficient Electronic Workflow Processes*
1. A working group be created (consisting of the Office of the Comptroller, Enterprise Resource Planning (ERP), Financial Management and the Personnel Department, as well as representatives from some larger departments) to study the feasibility and cost/benefit of the following:

     a. Using the SAP technologies to automate a number of SAP transaction processes that currently use paper-based approvals.
     b. Creating enhanced workflow for the current batch processing.
2. The working group study the feasibility and cost/benefit of creating an electronic workflow and approval process for forms that are not conducive to electronic transmission into SAP, such as the Position Classification Request form.

### *Recommendations for Streamlining Other Processes*
1. The Personnel Department continue to look for redundancies in the review process and eliminate them; and
2. The Personnel Department explore the possibility of obtaining all required employment documentation in conjunction with the fingerprinting appointment.

### *Recommendations for Resources for Hiring Departments*
1. The Personnel Department consider expanding the information in the recent PowerPoint training document for hiring departments, and provide it on the website as a guide to the hiring process. Such a document could provide direct links to the forms being described. This would give the hiring departments' staff more of the step-by-step information they have been seeking.
2. The Personnel Department consider providing additional information, including ideas suggested by hiring departments, in one location on Personnel's website.
3. Risk Management explore opportunities to provide hiring departments with more comprehensive employee benefits reference documents for new hires who have never worked for the City in the past.
4. Hiring departments proactively consult with Risk Management early in the hiring process regarding employee benefits information.

### *Recommendation for Evaluating Approval of Limited Positions*
1. Human Resources and Financial Management should continue to evaluate this issue on a case-by-case basis.

### *Recommendations for Competitive Process Considerations*
1. The Personnel Department coordinate with hiring departments to initiate a competitive recruitment at the same time a conference or job fair of interest to a hiring department is occurring;
2. The hiring departments explore opportunities to attend job fairs, considering instances where departmental attendance may ease the Personnel Department's work load;
3. The Personnel Department continue to work with hiring departments to determine when minimum qualifications are sufficient versus when more specific departmental qualifications can be included in job postings;
4. The Personnel Department continue to communicate with hiring departments regarding times when an open recruitment may be more appropriate than a promotional recruitment;
5. Hiring departments continue to bring forward ideas for changes in the competitive process, with the understanding that such changes will likely require legal review, as well as review by the Civil Service Commission, and possibly meet and confer with all impacted employee organizations.

***Recommendations for Gathering and Utilizing Feedback to Improve the Process***
1. New hires should be surveyed as a matter of practice, and results should be compiled and shared with the Committee on Budget and Government Efficiency.  Feedback should be considered for making hiring process improvements.
2. City departments should provide periodic evaluations of the overall hiring process.  We suggest that such evaluations be vetted by the working group that we recommend be created in the Conclusion/Next Steps section.
3. The Chief Operating Officer could also create a procedure for evaluating the hiring departments' portion of the hiring process.  Information acquired could also be vetted by the working group with the goal of improving the process and setting performance targets.