

CITY OF
LONG BEACH

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Hiring Process



Defining the Problem

- Hiring consistently listed by the management team as one of the City's biggest challenges
- Management Survey Results:
 - The City has efficient procedures in place to hire qualified people
 - Agree: 27%
 - Disagree: 54%
- Management team is recognizing some of the process
 - Up from 18% agree in 2017
- Risk adverse position leads to a complex hiring process

A Blameless Approach

- To enact lasting permanent change, we need to recognize that this is all our responsibility
- Placing blame leads to entrenched positions
- A collective problem:
 - Departments
 - Finance
 - Human Resources
 - Civil Service
 - City Manager
- Essential to avoid the blame game, and encourage real systemic change

Our Approach

- Collaborative approach
- Embracing new leadership in Civil Service and Human Resources
- Inviting in an outside perspective (FUSE)
- Engaging stakeholders who are in the trenches
- Engaging top leadership
- A focus on the user (the prospective employee)
- Mapping of the current system
- Celebrate the victories
- Recognition that change to an 80-year old system will take time

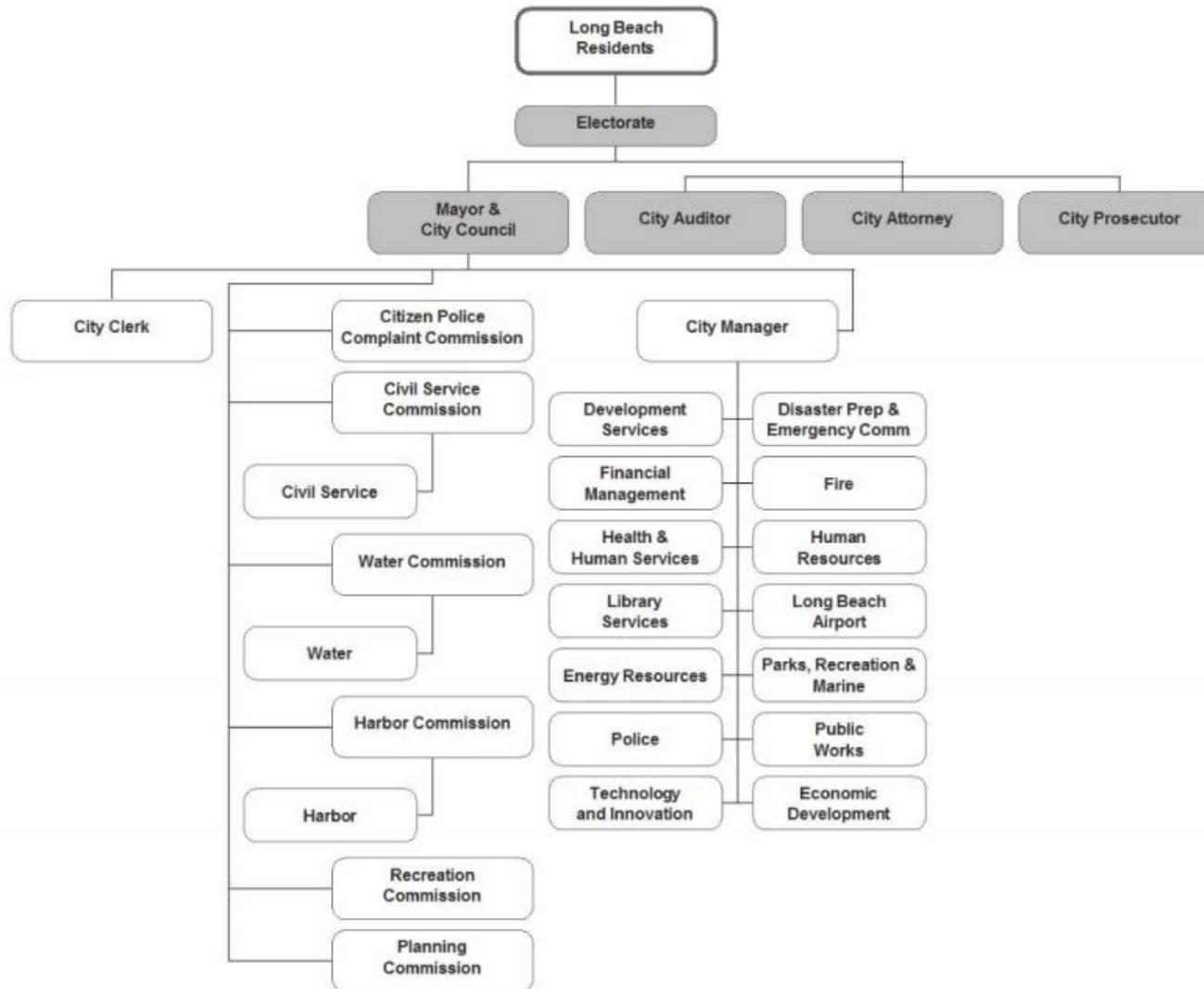
The City Manager's Approach for Hiring in Long Beach

- Adopt an "Apply Today" approach for new employees
- Use user-centered design principles to focus on the applicant's experience
- Move to an "Open Continuous" application system
- Utilize Online Testing
- Utilize Technology
- Additional streamlining of Civil Service Commission processes
- Departments to take on more responsibility for hiring
- Support Departments to facilitate hiring with the hiring Department
- Streamline Onboarding and Occupational Health
- Streamlining policies and practices
- Give Departments entire banded lists and pursue broad banding of classifications where applicable

Today's Agenda

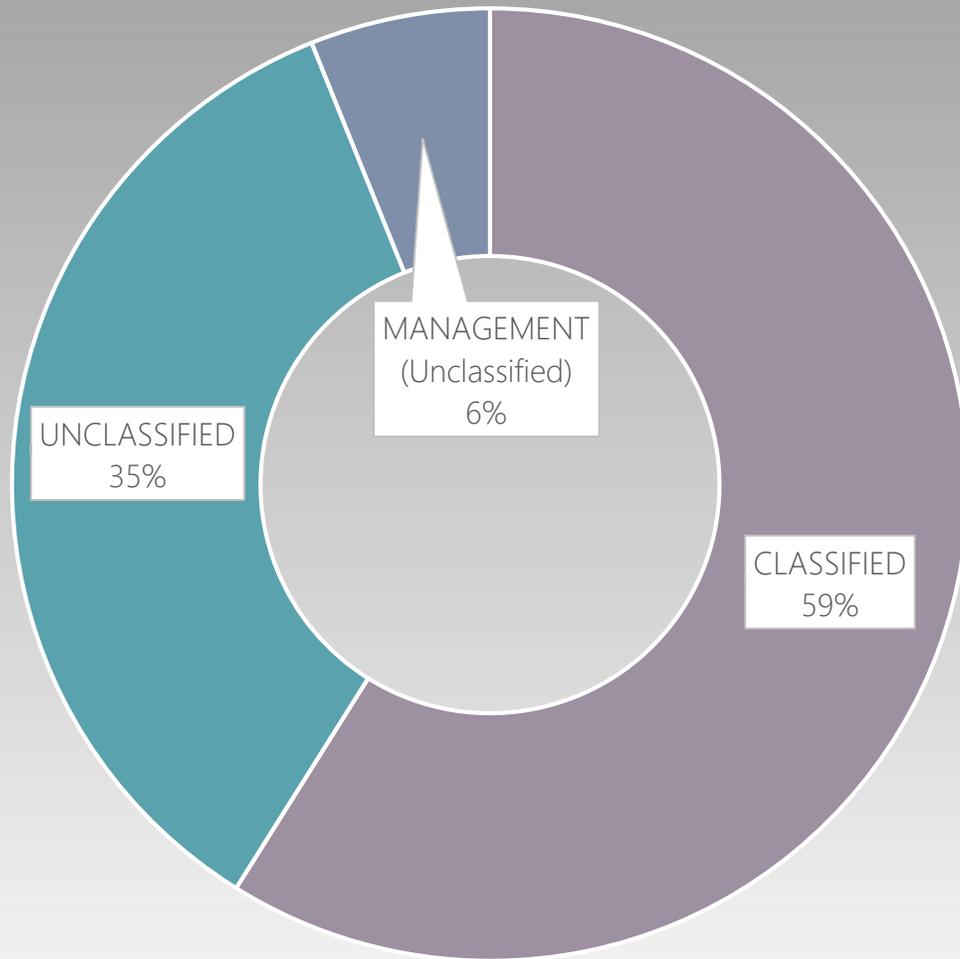
- Review of the data
- Workforce Challenges
- Hiring Workflow
- Streamlining Efforts
- Case Studies of Successes
- Innovations Yet to Come

LONG BEACH AT- A- GLANCE



- Total Departments- 30
 - 11 Elected Offices
 - 15 City Manager Departments
 - 1 City Clerk Department
 - 3 Commission-led Departments:
 - Civil Service
 - Water
 - Harbor

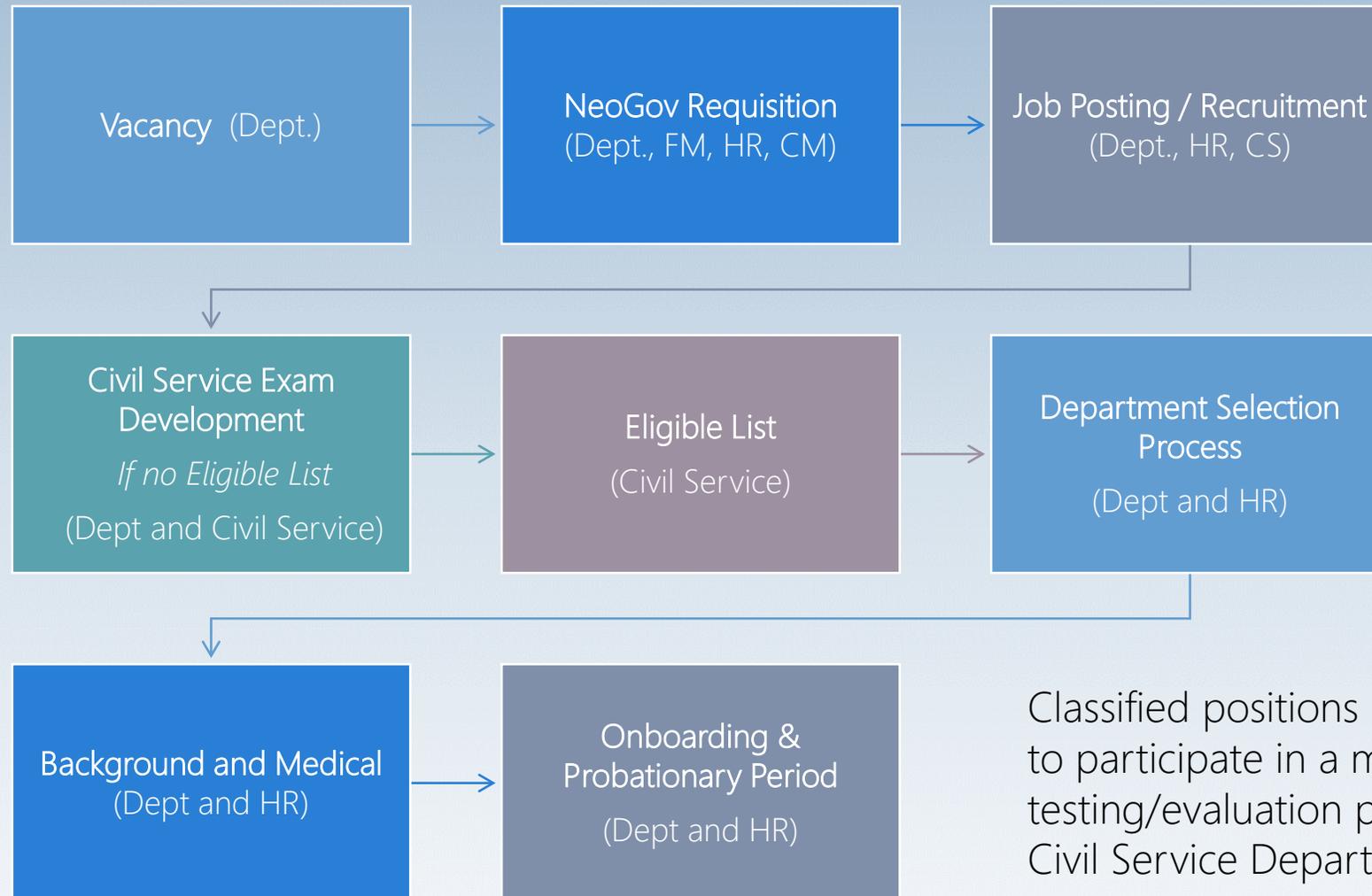
TYPES OF EMPLOYMENT



Classified	3,639
Unclassified	2,162
Management (Unclassified)	376
Total	6,177

■ CLASSIFIED ■ UNCLASSIFIED ■ MANAGEMENT (Unclassified)

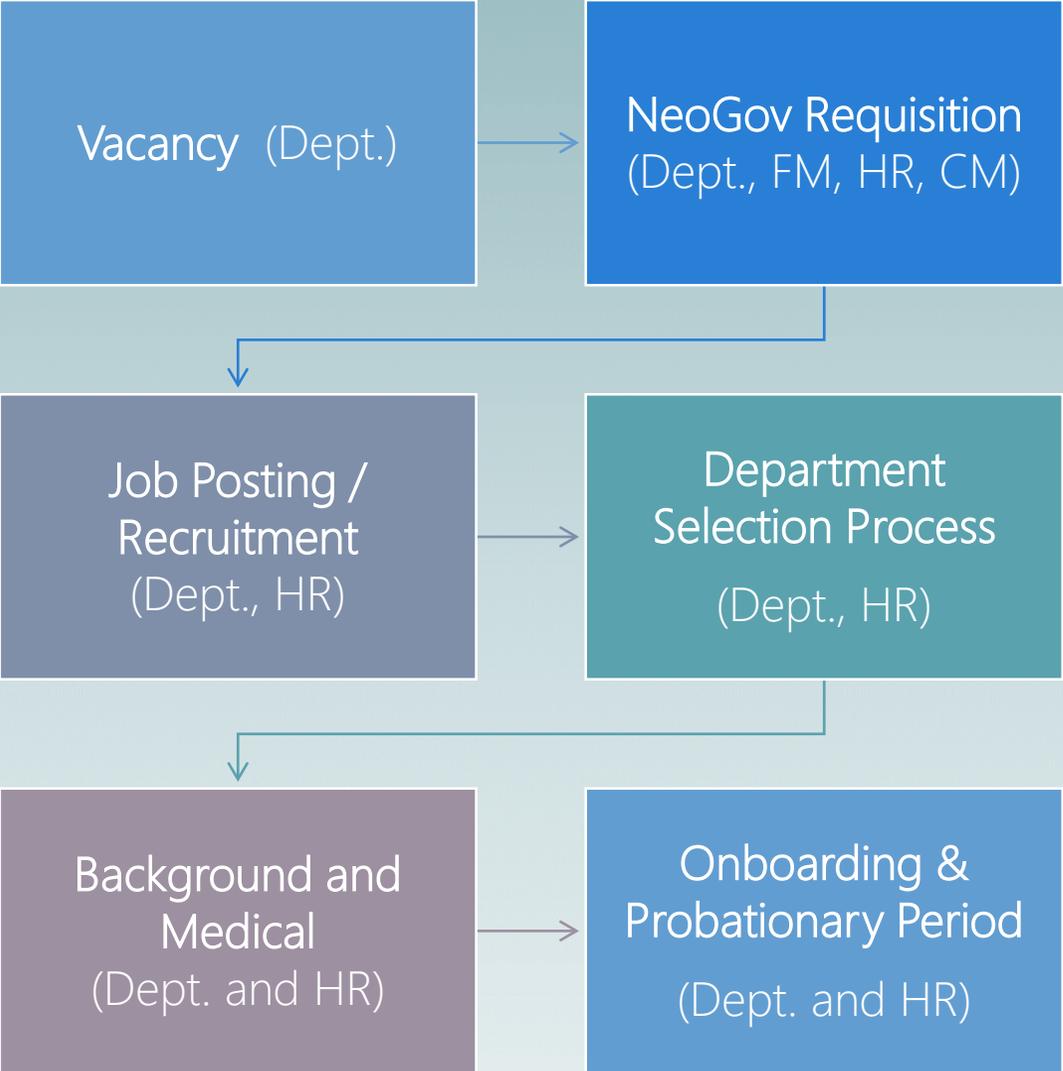
HIRING PROCESS- CLASSIFIED



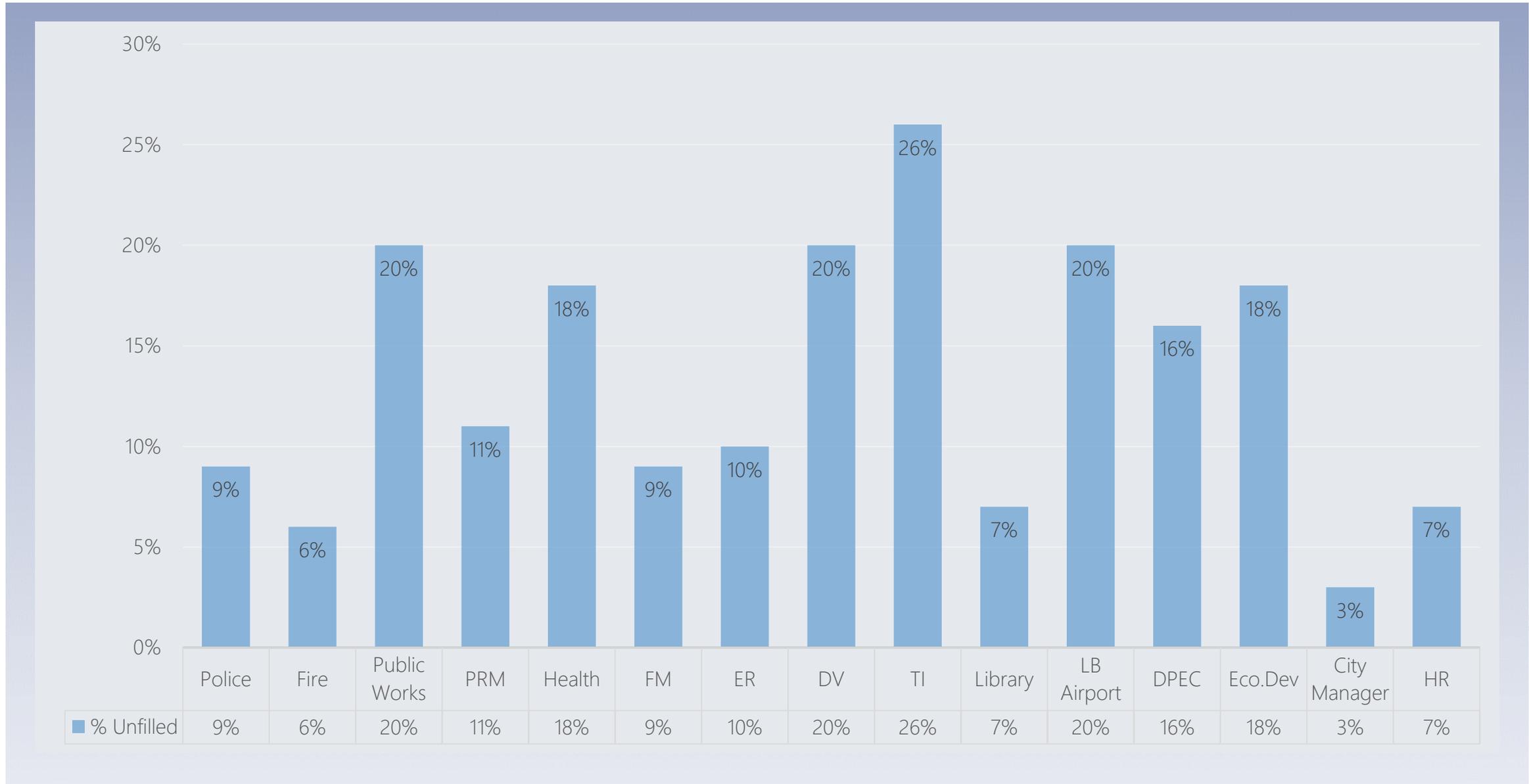
Classified positions require applicants to participate in a merit-based, testing/evaluation process with the Civil Service Department.

HIRING PROCESS- UNCLASSIFIED/MANAGEMENT

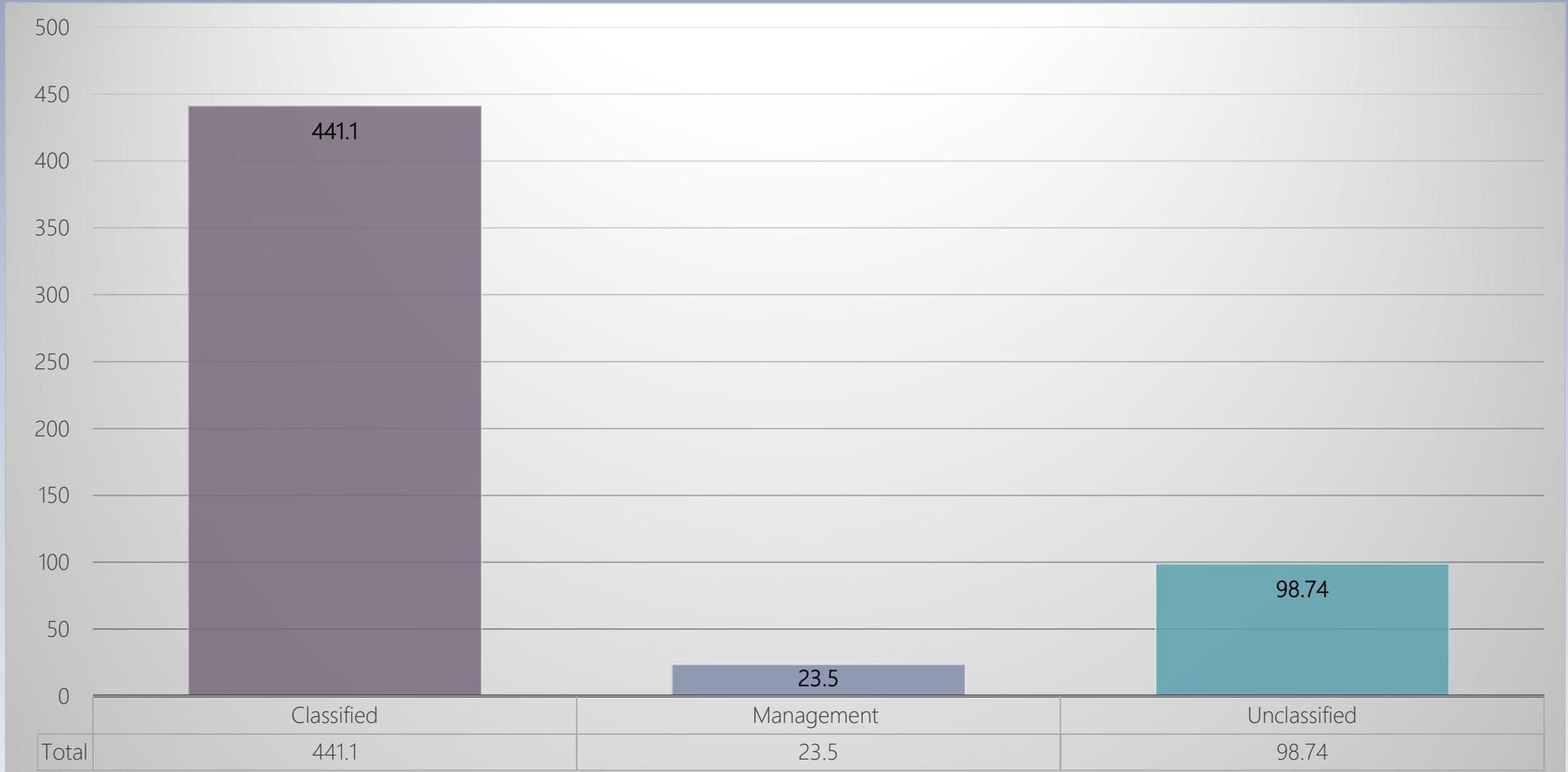
Agenda Item No. 15



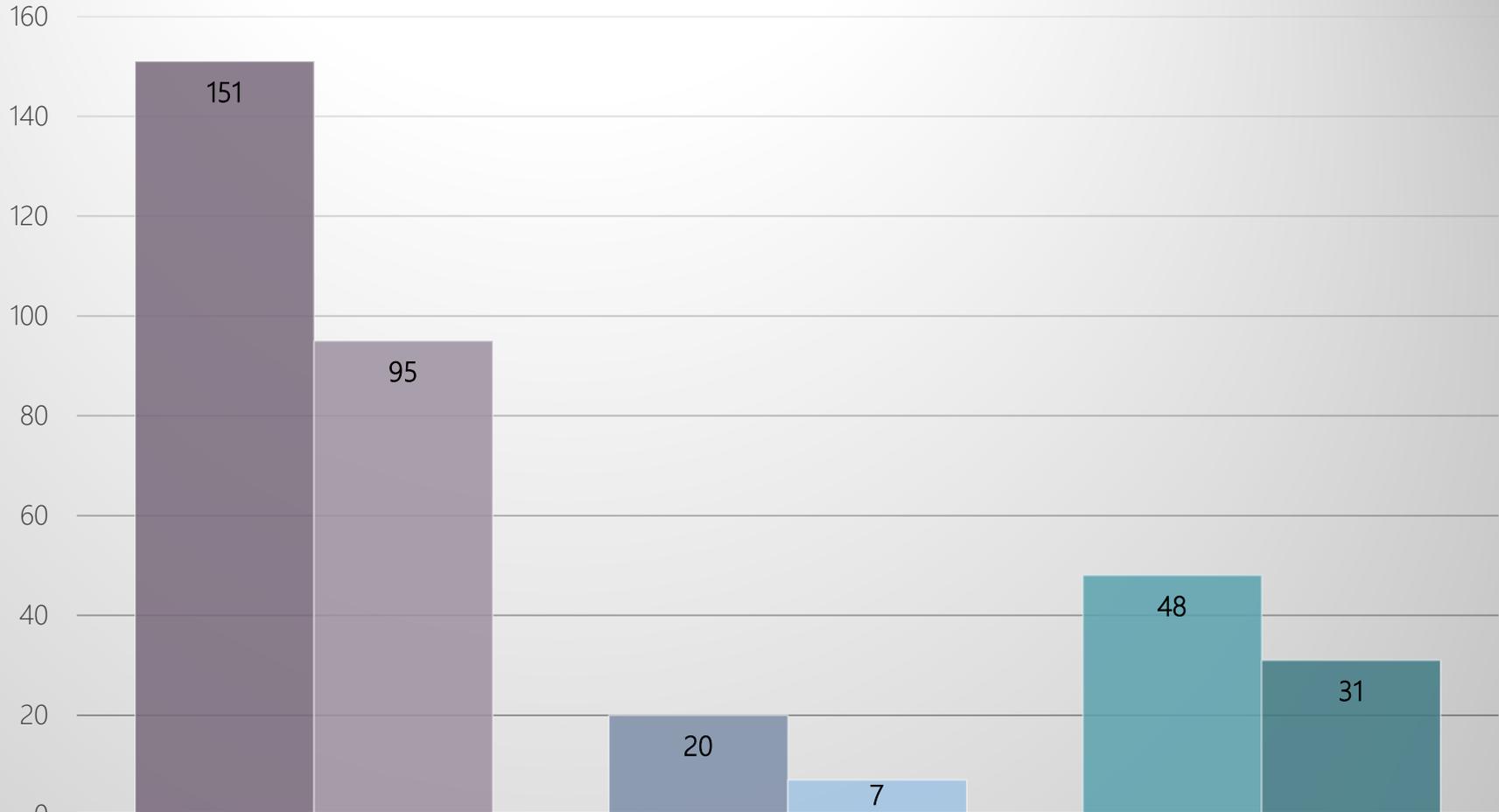
VACANCY RATE BY DEPARTMENT



NUMBER OF POSITIONS VACANT



VACANCIES BY CLASSIFICATIONS



	Classified	Management	Unclassified
Sum of Classifications with Vacancies	151	20	48
Current Eligible Lists/Recruitments	95	7	31

Reasons for Vacancies:

- 1.5% Budget Vacancy Factor
- Some positions are newly added positions to the Budget
- Some positions intentionally held vacant by Departments
- Status of the Economy / Compensation Issues
- Some positions hard to fill
- Internal hiring and promotion leads to continuous vacancies
- Length of hiring process
- Some Civil Service lists not available

EXTERNAL

- Competitive Labor Market
- Recruitment Tools (technology and speed)
- Shrinking Candidate Pools
 - Low unemployment rate (4.1%)
- Workforce Trends
 - Retention / Training / Turnover
 - "The new normal is for Millennials to jump jobs four times in their first decade out of college."*

*CNN Money

INTERNAL

- Hiring Process (time & effort)
- Internal competition for talent (transfers)
- Hard to fill positions
- Turnover (retirements, promotions, transfers and resignations)
- Salary & Benefits
- Risk Adverse

Key Findings – Review of City Hiring Process

- City has antiquated systems and selection processes
- Need additional staff to expedite hiring process
- Need to update hiring process to attract candidates
- Backlog in civil service exams
- Non-classified recruitment process also challenged with lengthy timeframes
- Communication with candidates during selection process needs improvement
- City offers a valuable opportunity for those who want to make Long Beach a better place to live and make a difference.

Overall methodology for collecting data and information for the project:

- Conducted interviews with various stakeholders:
 - City employees
 - Commissioners and Department Directors
 - AOs, AAs and Subject Matter Experts
- Reviewed data and written documents
- Observation of steps in the recruiting, exam development and hiring processes in Civil Service
- Reviewed random samples of recruitments and tracked timelines
- Mapped hiring process and workflow

HIRING WORKFLOW COMPARISON (Unclassified Positions)

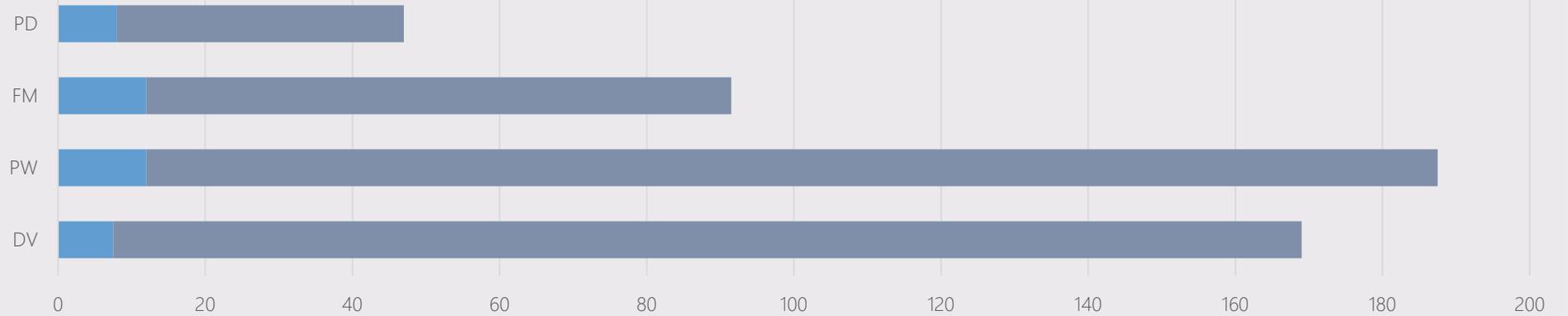
Unclassified Positions Sample Only



■ Median # Days for req. Approval
■ Median # Days from CM Req. Approval to Hire

	DV	PW	FM	PD
Median # Days for req. Approval	8	12	8.5	11
Median # Days from CM Req. Approval to Hire	123	150	83	65.5

Management Positions Sample Only



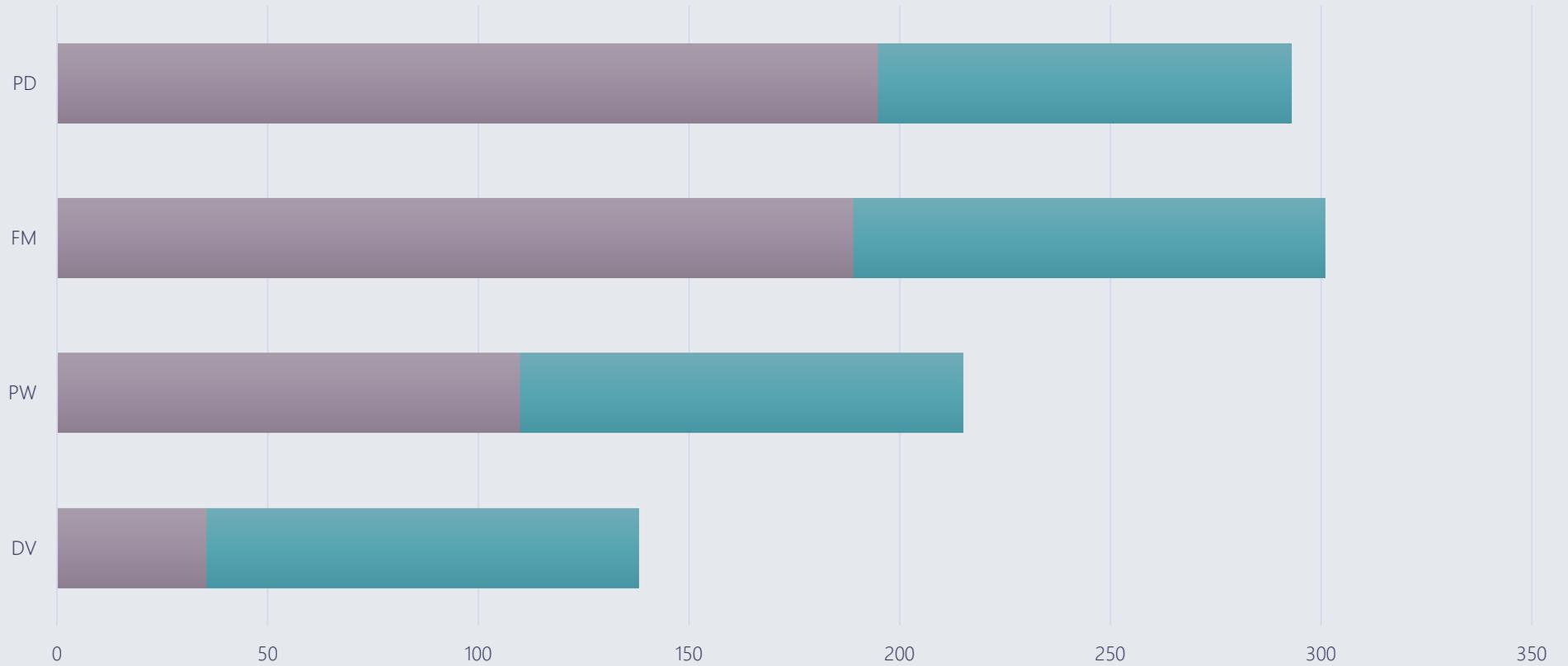
■ Median # Days for req. Approval
■ Median # Days from CM Req. Approval to Hire

	DV	PW	FM	PD
Median # Days for req. Approval	7.5	12	12	8
Median # Days from CM Req. Approval to Hire	161.5	175.5	79.5	39

CIVIL SERVICE WORKFLOW EXAMPLES (Classified Positions)

Agenda Item No. 15

No Eligible List



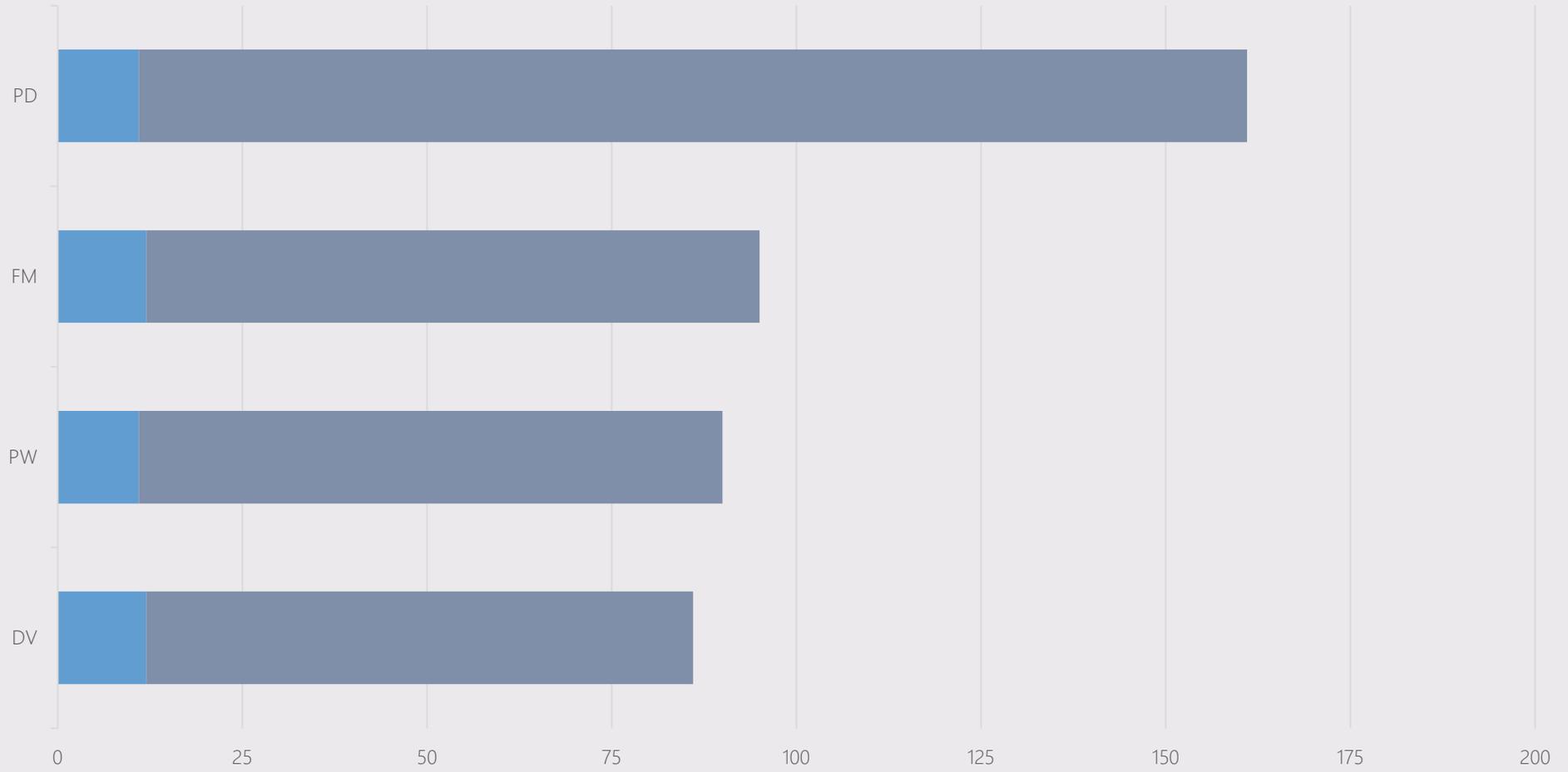
Selected Departments –
Median Timeframe

	DV	PW	FM	PD
Median # Days From Req to Assignment	35.5	110	189	195
Median # Days From Assignment to Eligible List	102.5	105	112	98

HIRING WORKFLOW EXAMPLES (Classified Positions)

Agenda Item No. 15

Eligible List in Place



Selected Departments -
Median Timeframe

	DV	PW	FM	PD
■ Median # Days for req. Approval	12	11	12	11
■ Median # Days from CM Req. Approval to Hire	74	79	83	150

UNCLASSIFIED- MANAGEMENT

- Direct Appointment
- Expedited Recruitment
- Internal Recruitment Only

CLASSIFIED

- Provisional Appointments
- Overfill- Underfill
 - High Turnover Positions
- Reassignment for Training
- Alternate List Certification

Requisition Approvals

- Requisitions on NEOGOV
 - Eliminated paper requisition process
 - Shorter Approval Process (10.5 working days)
- Better Workforce Succession Planning (Future Vacancies)
 - Departments can submit requisitions before separation of employee
 - Improves transition and allows for job shadowing

Civil Service

- Online Applications
 - Kiosks available in Civil Service & Library
- Increased Continuous Recruitments
- Online Testing
- Performance Exams and Interviews Conducted at the Department Level
- Increased flexibility using Qualified Lists vs. Banded Lists
- Use of Montage Interviews
- Changes to Civil Service Commission Meetings
 - Placing routine items on Consent Calendar

Department Hiring Process

NEOGOV provides additional tools for department hiring process:

- Use of Auto Score and other features in NEOGOV to decrease time spent on application review
- Applicant screening questions- supplemental questions
- Use email notification to effectively and timely communicate with applicants
- Use automatic interview scheduling
- NEOGOV manuals available on HR intranet

Medical – HR

- Working with departments to facilitate scheduling for large recruitments
- Contracting with other medical providers for overflow
- Email notification on status update
- Reorganize from Risk Management to Employee Benefits to focus less on Risk and more on the service to the employee

New Employee Onboarding

- Automated onboarding process- Sterling One.
- New Employment Orientation (NEO) – offered every other month

NEXT STEPS

Continue collaboration between Departments, HR and Civil Service to measure hiring process

Department Hiring Guide / NEOGOV Training
RFP Broad-based Testing

New City Hall- Increased Capacity for Computer-based Testing
LBCOAST - Implementation

Conclusion: What We've Accomplished

- Fully electronic requisition workflow
- Allow early fill / overlap
- Shorten internal recruitment
- Step Placement exemption
- Open continuous process: Analyst
- Greater Department role in hiring process
- Release of banded lists to Departments
- Montage interviews
- Reorganization of Occupational Health
- Streamline Civil Service Commission Approvals
- Unclassified positions for hard to fill positions

Conclusion: Financial Investment Made

- FUSE Fellow
- Hiring people to hire people
- Hearing Officers to streamline Civil Service Commission workload
- RFP for reviewing Civil Service testing
- New City Hall testing facilities
- NeoGov implementation
- Funded dedicated Civil Service interns
- LB COAST

Conclusion: Potential Future Innovations

- Extending electronic workflow to Civil Service process
- RFP for broad-based Civil Service testing
- Additional online testing
- Review of staffing needs
- Onboarding Audit
- Review of probationary period
- Meet and Confer improvements
- City Hall facilities for testing
- LB COAST

Conclusion:

- Dedicated effort underway to enact systemic change
- Thankful for the continued support of departments, HR and Civil Service
- Significant improvements already in place, more to come
- Systemic change takes time and dedicated collaborative effort