



Date: December 15, 2017
To: Civil Service Commission
From: Kandice Taylor-Sherwood, Executive Director, Civil Service
Subject: **DISCUSSION ON RECOMMENDATION FOR STREAMLINING CIVIL SERVICE PROCESSES**

BACKGROUND INFORMATION: To more effectively serve our customers, our applicants, and ultimately our community, the Civil Service Department has implemented several positive changes the past several years by:

- increasing and standardizing work and workload expectations, to ensure alignment with best practices and address the backlog of recruitment and selection requests.
 - Using 2014 productivity numbers as a base-line, the number of recruitments the Civil Service department conducted increased by 41% in 2015; 50% in 2016; and, despite limited staffing, increased 30% in 2017.
 - Similarly, the number of eligible list referred increased 84% in 2015; 72% in 2017, and 82% in 2017.
 - The Civil Service Department has shortened the "recruitment time" (i.e. receiving requisition to referring eligible list to departments) by 3 months on average.
- collaborating with our Subject Matter Experts to streamline the testing process and support continuous application filing. For example:
 - In 2015, it took 2 years to establish the eligible list for Refuse Operator. In 2017, in response to department request, we streamlined our testing process, which resulted in a 6 month turnaround time.
 - Hard to recruit classifications such as Special Services Officer, Combination Building Inspector, Registered Nurse and School Guard are now open for filing on a continuous basis.
- expanding our use of technology to incorporate efficiencies into our processes. For example:
 - In 2014, Civil Service department transitioned to online applications to more fully utilize NEOGOV, our applicant tracking system, which significantly decreased turn-around times because analysts were required to hand-enter information from paper applications into the NEOGOV system for processing.
 - Online video tutorials were created to assist applicants; community workshops and one-on-one counseling is provided on an as needed basis to ensure support is provided to applicants who are not as familiar with our technology.
 - Customer Care Cards were distributed at the front lobby to gather feedback and monitor community reaction to the transition to online applications.

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- In 2015, we implemented the use of Montage, an online interviewing platform, to assist our hiring departments in reviewing applicants and reduce the time applicants have to spend applying for jobs within the City of Long Beach.
- The Civil Service department introduced the first online writing assessment for Assistant Administrative Analyst and an online proctored testing process for Administrative Analyst, in 2016 and 2017 respectively. This eliminated approximately 2 to 3 weeks from the testing process.
- implementing process improvements and reengineering:
 - In 2014 the bulletin review/approval process was reengineered, which facilitated the approval process and reduced the time between departmental approvals, Civil Service Commission approval, and subsequent bulletin posting by a minimum of 3 days and up to three weeks.

In addition to the improvements, this memo is intended to recommend additional efficiencies as they pertain to employment-related items requiring Civil Service Commission approval. Various employment-related requests are typically itemized on the Civil Service Commission Agenda, discussed item by item, and are approved or denied by Commissioners during Civil Service Commission meetings, which are held on the first and third Wednesdays of each month. It was proposed that the Commission should consider moving some items to the consent calendar in order to expedite and facilitate departmental requests. This change would also reduce analyst workload, which would allow staff to focus on other mission critical tasks such as managing recruitment, testing, and selection processes.

More specifically these are items, which can be pre-vetted by the Executive Director and placed on the Consent calendar for Commission approval because they:

1. are perfunctory in nature in that the Civil Service Commission would normally approve them with little comment.
2. require the completion of forms for departments, which already provide and require criteria for approval.
3. relate to administrative matters of the Civil Service Department, which under Section 118 of the Civil Service Rules and Regulations describe the role and responsibilities of the Executive Director.

In the summer of 2017, a Civil Service Commission sub-committee was formed to review the typical departmental requests and either identify opportunities to improve the request process or determine if the request could be moved to the consent calendar. The committee was comprised of two Commission members, Civil Service Department staff members, and Gary Anderson, Principal Deputy City Attorney.

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- 1) The Civil Service sub-committee proposed that the following items be moved from the regular agenda to the consent calendar for Commission approval (please note the number system relates to the document included in Appendix A):
 - #6 Revert to Former Classification
 - #4 Recommendation to Extend Non-Career Hours
 - #7 Transfer from Unclassified to Classified (unless not previously classified)
 - #16 Reassignment for Rehabilitation
 - #17 Permanent Reassignment After Rehabilitation
 - #20 Approving Eligible List Extensions
 - #14 Recommendation to Change Examination Plan
- 2) It is recommended that the following items no longer be included on the Civil Service Commission Agenda for Commission approval:
 - #34 Change in CSC meeting location (with proper public notification)—with approval of CSC President
- 3) It is recommended that the following be moved from the regular agenda to the consent calendar following the development of specific guidelines and further Commission discussion:
 - # 3 Recommendation for Selective Certification – Guidelines will be developed for a Selective Certification request and will be turned into a form for departments to complete and submit to the Executive Director. Selective Certifications will be placed on the Consent calendar. Completed forms will be provided in the Commissioners packets.
- 4) It is recommended that the following item remain on the regular agenda, but require additional work to improve the process:
 - #1 Recommendation for Provisional Appointment – the request for a Provisional Appointment will remain a Civil Service Commission agenda item; however, the process will be reengineered to expedite the appointment.
 - Rather than having requesting departments implement a provisional process on the front end, spend the time identifying a candidate, assembling a resume packet and requesting Commission approval, gaining Commission approval to appoint a provisional position will be required as a first step.

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- Guidelines will be developed for departments in making the appointments. These guidelines will address the provisional job posting, qualifications, scope, timelines, etc., of the recruitment and selection process. These guidelines will aid departments in making the provisional appointment request and will facilitate discussion when the original request for a provisional appointment is made to the Commission.
- Once the Commission approves the provisional appointment, the department will manage the provisional hiring process, make a hiring decision, and the department's recommendation will be forwarded to the Commission via the consent calendar for final approval.

The recommendations will be will be agendized and brought to the Commission in January of 2018.

KTS

cc: Gary Anderson, Principal Deputy City Attorney, City Attorney's Office

memo Kandice Taylor-Sherwood . Recommendation for Streamlining CS Processes.doc

APPENDIX A

	ASSIGNMENT	RECOMMENDATION
1	RECOMMENDATION FOR PROVISIONAL APPOINTMENT	Remain on the regular agenda, but require additional work to improve the process.
2	RECOMMENDATION FOR EXTENSION OF PROBATIONARY PERIOD	Remain on the regular agenda and CSC will vote on item.
3	RECOMMENDATION FOR SELECTIVE CERTIFICATION	Moved from the regular agenda to the consent calendar following the development of specific guidelines and further Commission discussion.
4	RECOMMENDATION TO EXTEND NON-CAREER HOURS	Moved from the regular agenda to the consent calendar for Commission approval.
5	RECOMMENDATION TO REAPPOINT RESIGNED EMPLOYEE	Remain on the regular agenda and CSC will vote on item.
6	RECOMMENDATION TO REVERT TO FORMER CLASSIFICATION	Moved from the regular agenda to the consent calendar for Commission approval.
7	RECOMMENDATION TO TRANSFER FROM UNCLASSIFIED TO CLASSIFIED SERVICE (UNLESS NOT PREVIOUSLY CLASSIFIED)	Moved from the regular agenda to the consent calendar for Commission approval.
8	RECOMMENDATION TO APPROVE PROTEST OF EXAMINATION ITEM(S)	Remain on the regular agenda and CSC will vote on item.
9	RECOMMENDATION TO CONVERT (CLASSIFICATION) FROM CLASSIFIED TO UNCLASSIFIED SERVICE	Remain on the regular agenda and CSC will vote on item.
10	RECOMMENDATION TO ADOPT NEW CLASSIFICATION AND NEW CLASSIFICATION SPECIFICATION (Class)	Remain on the regular agenda and CSC will vote on item.
11	RECOMMENDATION TO APPROVE REVISED CLASSIFICATION SPECIFICATION (Class)	Remain on the regular agenda and CSC will vote on item.
12	RECOMMENDATION TO APPROVE EXAMINATION RESULTS	Remain on the regular agenda.
13	RECOMMENDATION TO APPROVE REINSTATEMENT OF NAME TO ELIGIBLE LIST	Remain on the regular agenda and CSC will vote on item.
14	RECOMMENDATION TO CHANGE EXAMINATION PLAN	Moved from the regular agenda to the consent calendar for Commission approval.
15	RECOMMENDATION FOR REASSIGNMENT FOR TRAINING AND TRANSFER	Remain on the regular agenda and CSC will vote on item.
16	RECOMMENDATION FOR REASSIGNMENT FOR REHABILITATION	Moved from the regular agenda to the consent calendar for Commission approval.
17	RECOMMENDATION FOR PERMANENT REASSIGNMENT AFTER REHABILITATION	Moved from the regular agenda to the consent calendar for Commission approval.
18	PROTEST OF DISQUALIFICATION FROM EXAMINATION	Remain on the regular agenda and CSC will vote on item.
19	ELECTION FOR COMMISSION OFFICERS	N/A
20	RECOMMENDATION TO APPROVE EXTENSION OF EXPIRING ELIGIBLE LISTS	Moved from the regular agenda to the consent calendar for Commission approval.
21	REQUEST TO FILE A LATE APPLICATION	Remain on the regular agenda and CSC will vote on item.
22	RECOMMENDATION FOR ORDER-OF-LAYOFF	Remain on the regular agenda.
23	RECOMMENDATION FOR ORDER-OF-LAYOFF	Remain on the regular agenda.
24	RECOMMENDATION FOR OUT-OF-ORDER-LAYOFF	Remain on the regular agenda.
25	RECOMMENDATION FOR PERMANENT ASSIGNMENT AND TRANSFER IN-LIEU OF LAYOFF	Remain on the regular agenda.
26	REQUEST TO FILE FOR EXAMINATION FROM DISMISSED EMPLOYEE	Remain on the regular agenda and CSC will vote on item.

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	ASSIGNMENT	RECOMMENDATION
27	RECOMMENDATION FOR EXCEPTION TO CIVIL SERVICE RULES AND REGULATIONS - ARTICLE VIII, SECTION 115(3)	Remain on the regular agenda and CSC will vote on item.
28	RECOMMENDATION TO EXTEND ARTICLE VIII, SECTION 115(3) OF THE CIVIL SERVICE RULES AND REGULATIONS	Remain on the regular agenda and CSC will vote on item.
29	RECOMMENDATION FOR CONSIDERATION OF HEARING OFFICER'S REPORT	Continue to complete by Executive Assistant for Commission approval
30	RECOMMENDATION FOR CONSIDERATION OF ADMINISTRATIVE LAW JUDGE'S REPORT	Continue to complete by Executive Assistant for Commission approval
31	EXECUTIVE SESSION	N/A
32	RECOMMENDATION TO APPROVE PROPOSED CIVIL SERVICE DEPARTMENT BUDGET	Remain on the regular agenda and CSC will vote on item.
33	COMMUNICATION REGARDING UNFAIR HIRING PRACTICES	Remain on the regular agenda and CSC will vote on item.
34	RECOMMENDATION FOR A TEMPORARY CHANGE IN CIVIL SERVICE MEETING LOCATION/TIME (WITH PROPER PUBLIC NOTIFICATION) - WITH APPROVAL OF CSC PRESIDENT	No longer be included on the Civil Service Commission Agenda for Commission approval.