

CITY OF  
LONG BEACH

# CITY OF LONG BEACH

## 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

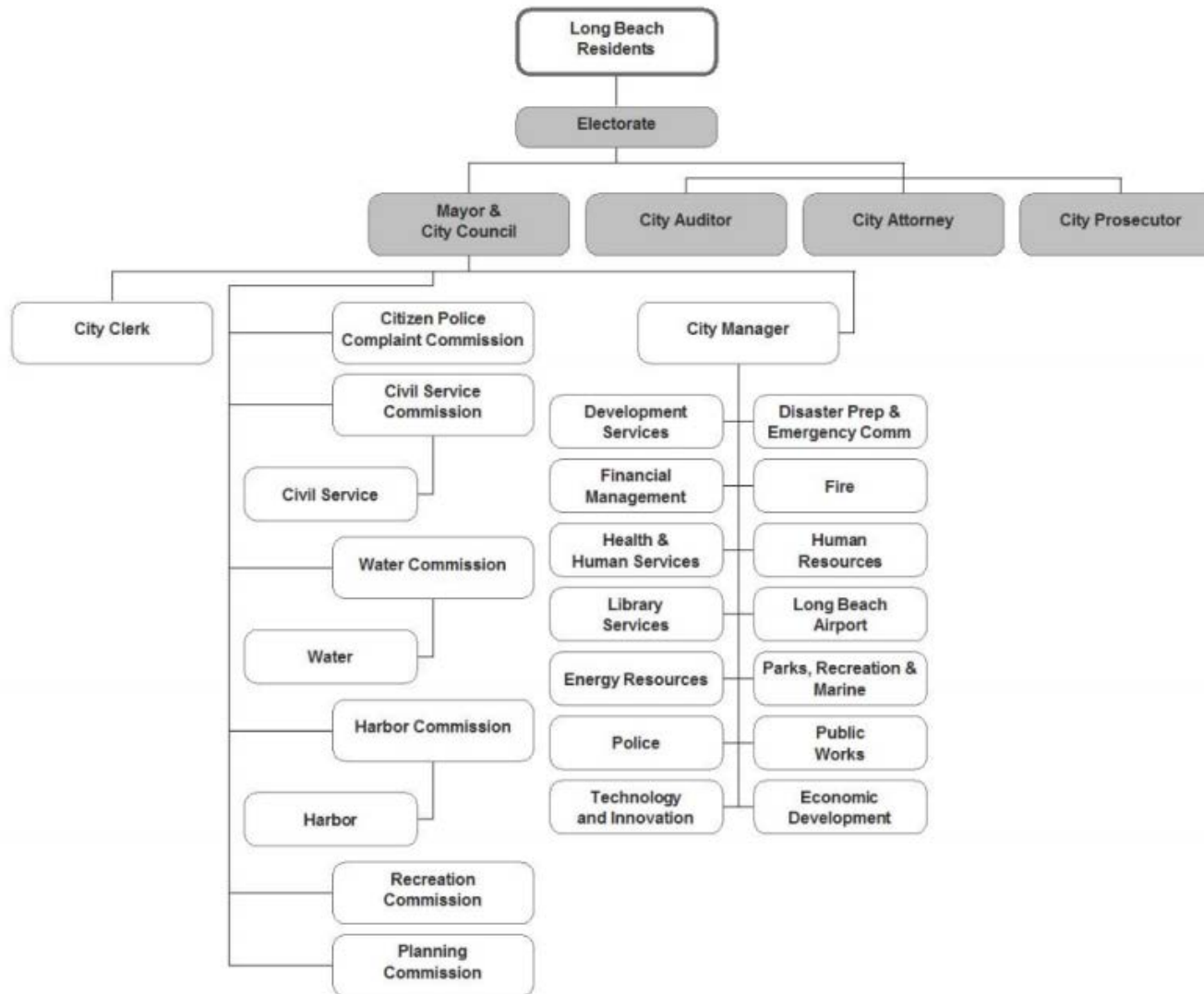
- Adopt an "Apply Today" approach for new employees
- Use user-centered design principles to focus on the applicant's experience
- Move to an "Open Continuous" application system
- Utilize Online Testing
- Utilize Technology
- Additional streamlining of Civil Service Commission processes
- Departments 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

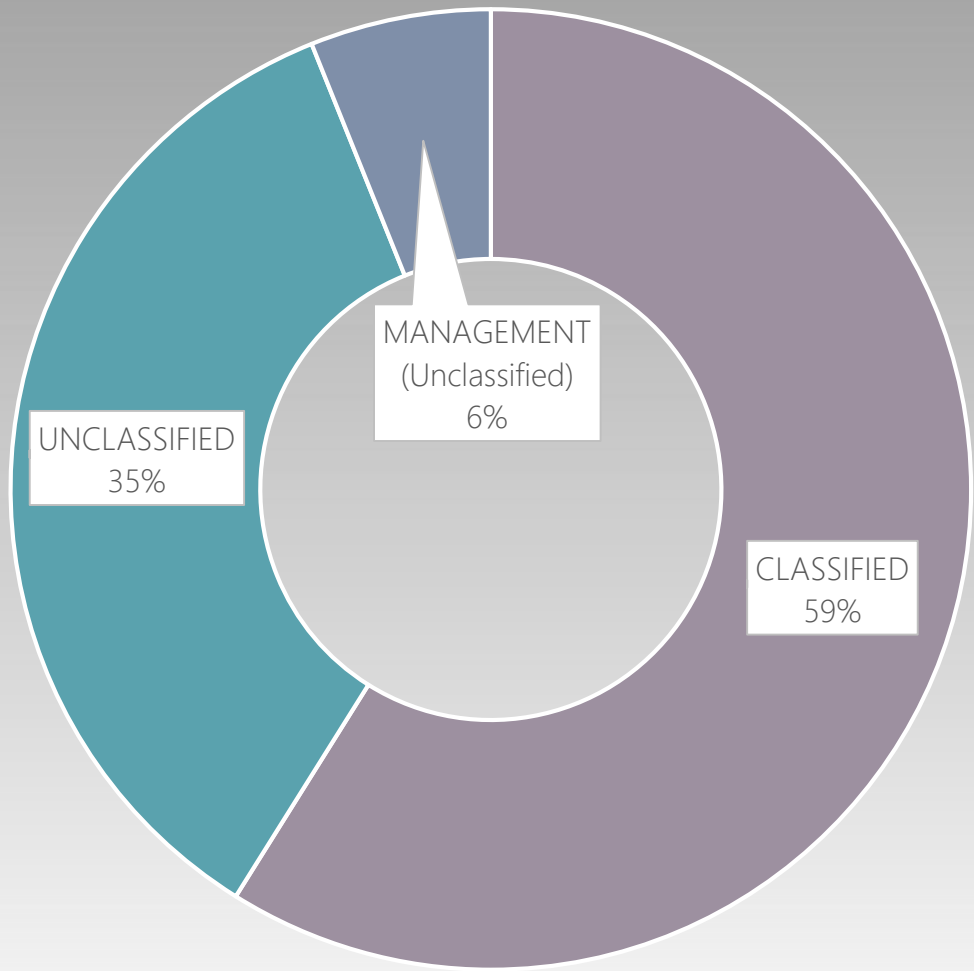
# LONG BEACH AT- A- GLANCE

Agenda Item No. 15



- 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



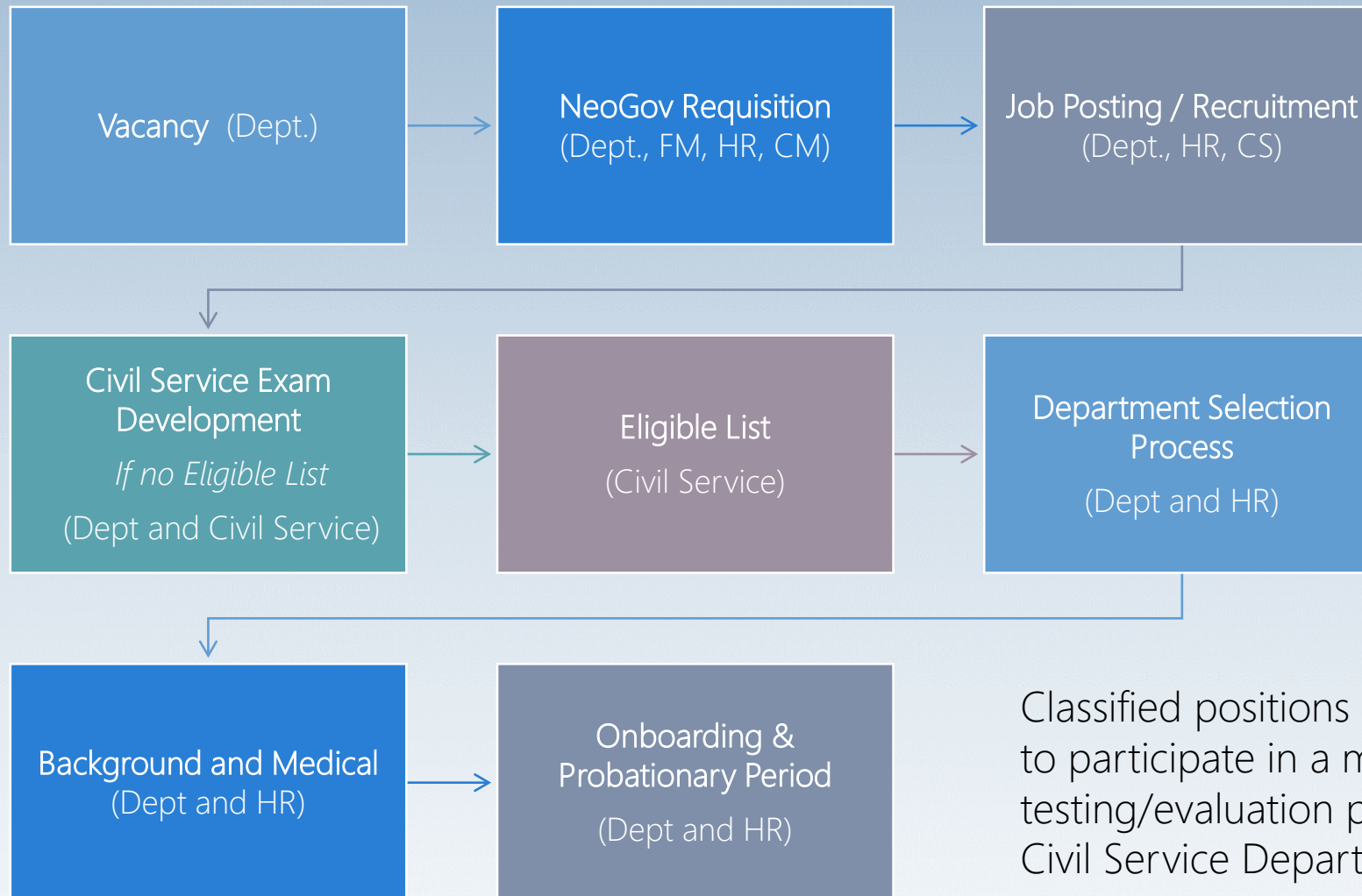
Classified	3,639
Unclassified	2,162
Management (Unclassified)	376
Total	6,177

■ CLASSIFIED   ■ UNCLASSIFIED   ■ MANAGEMENT (Unclassified)



# HIRING PROCESS- CLASSIFIED

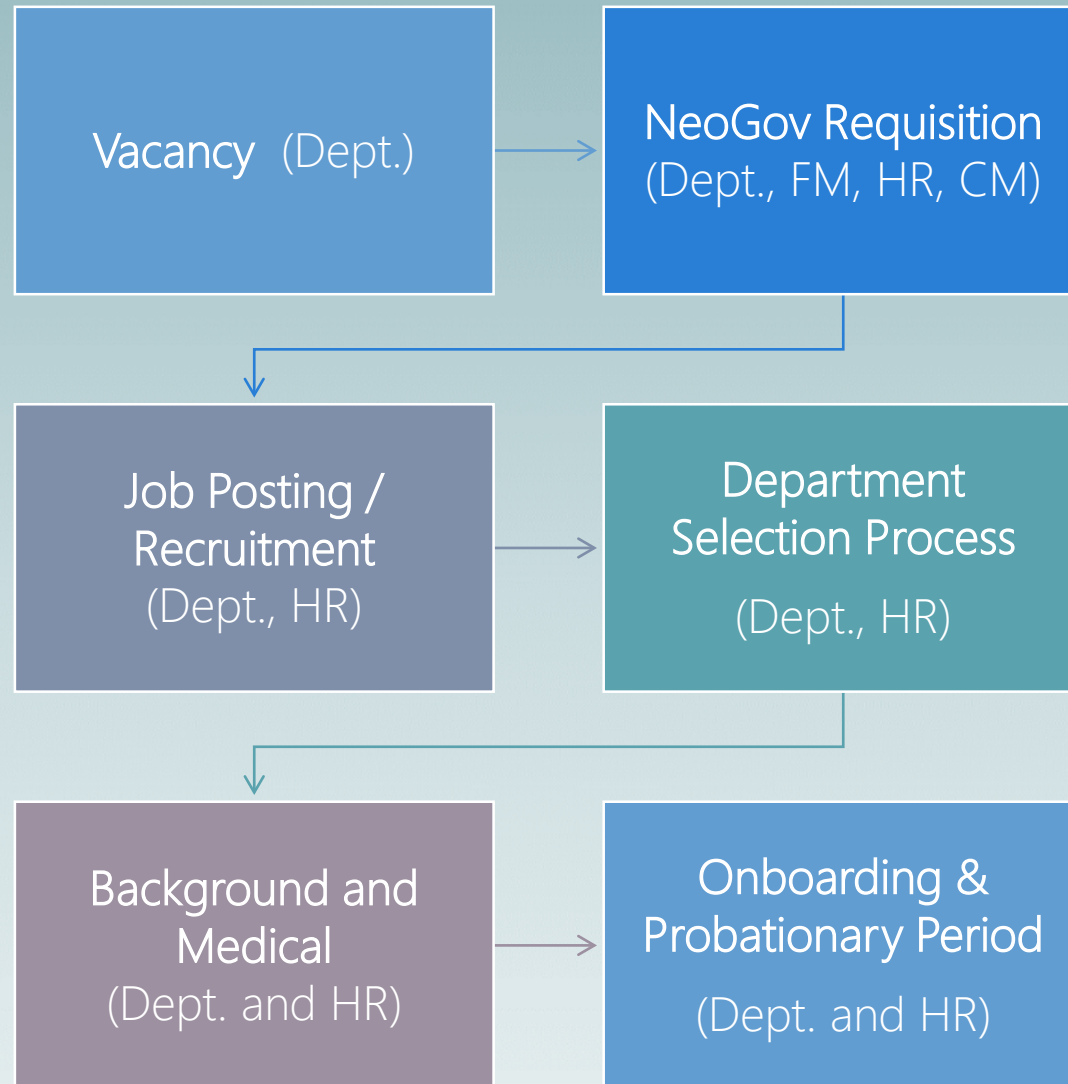
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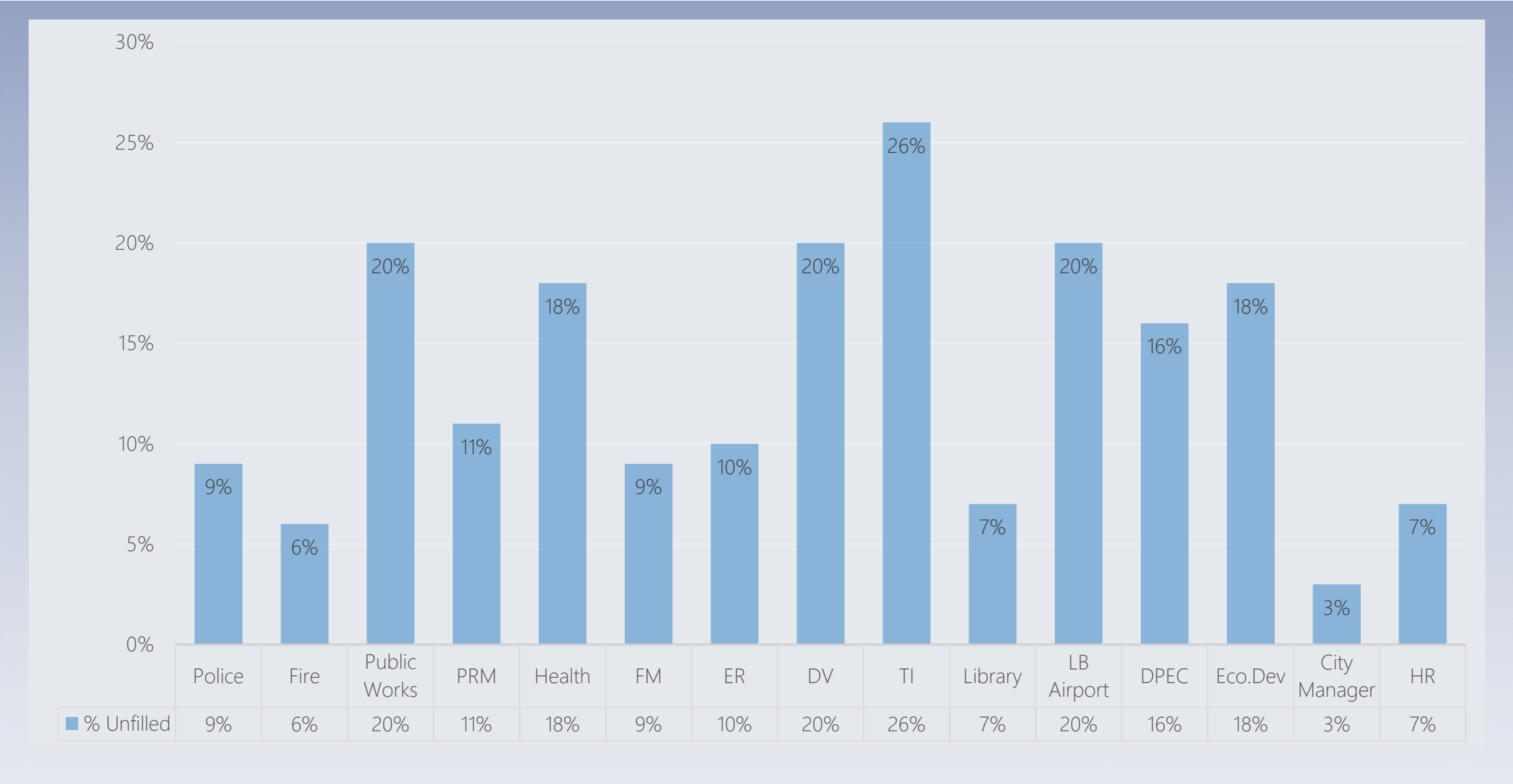
Classified positions require applicants to participate in a merit-based, testing/evaluation process with the Civil Service Department.

# HIRING PROCESS- UNCLASSIFIED/MANAGEMENT

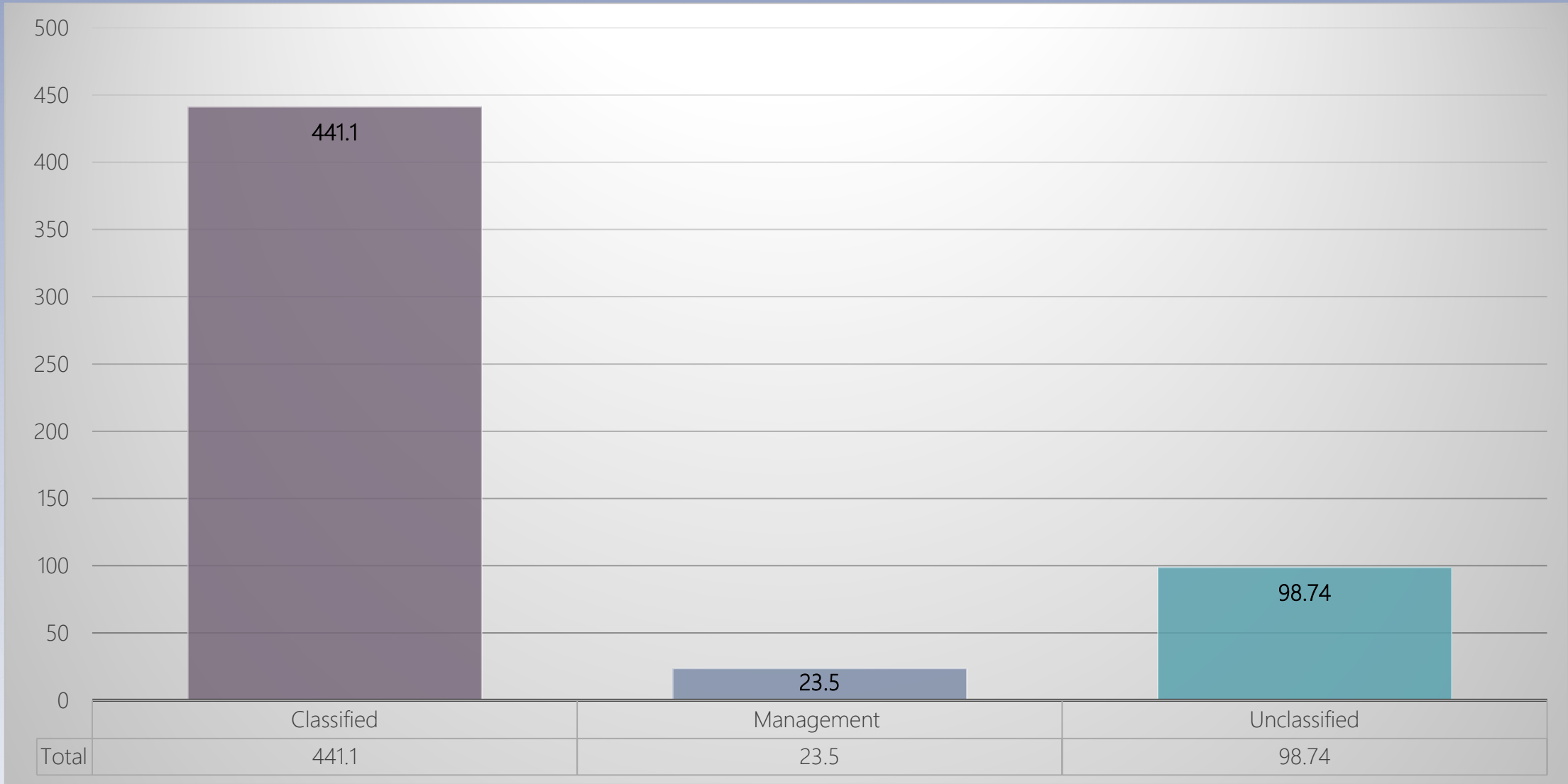
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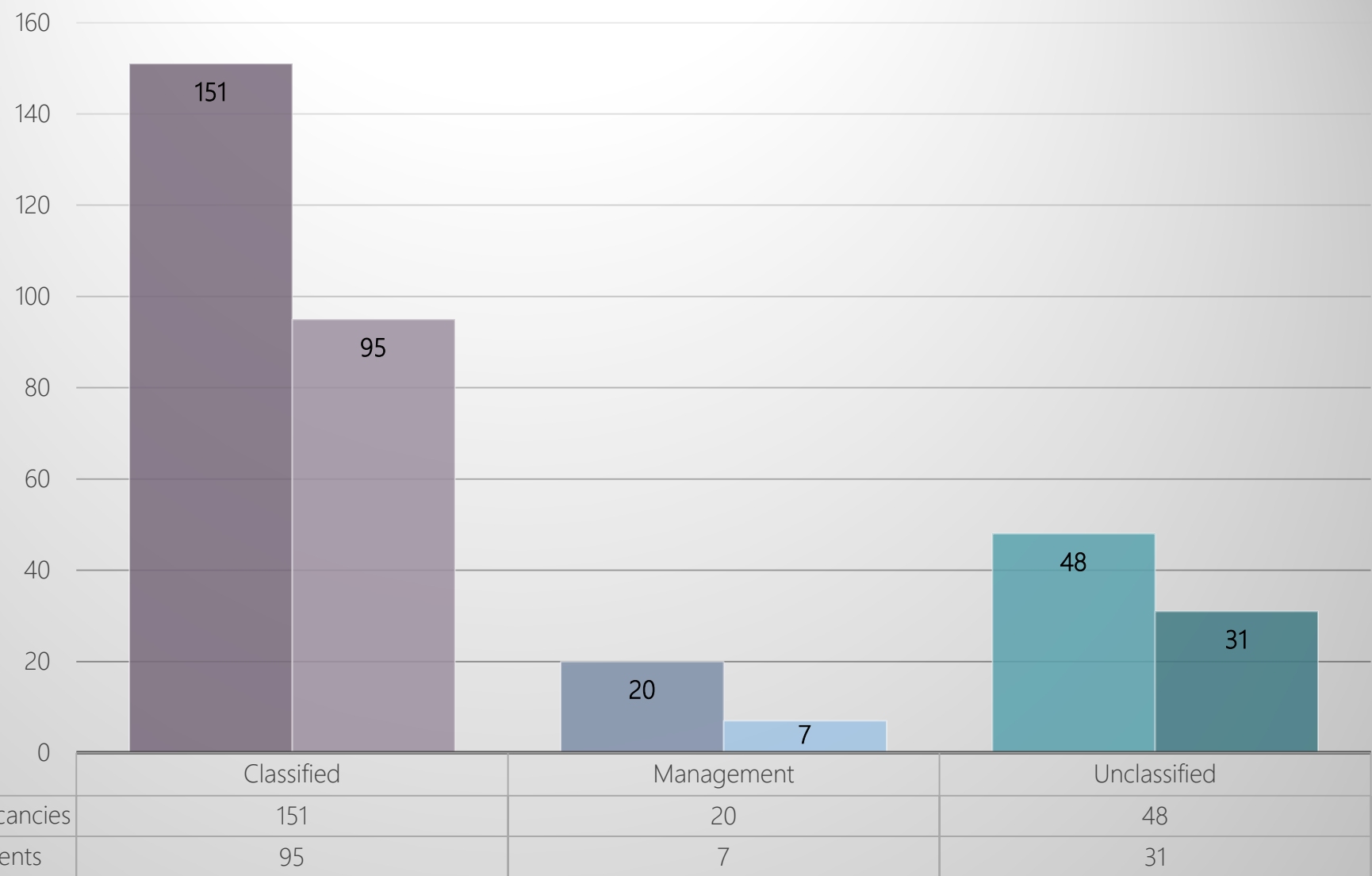
# VACANCY RATE BY DEPARTMENT



# NUMBER OF POSITIONS VACANT



# VACANCIES BY CLASSIFICATIONS





# 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

# WORKFORCE CHALLENGES

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## 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

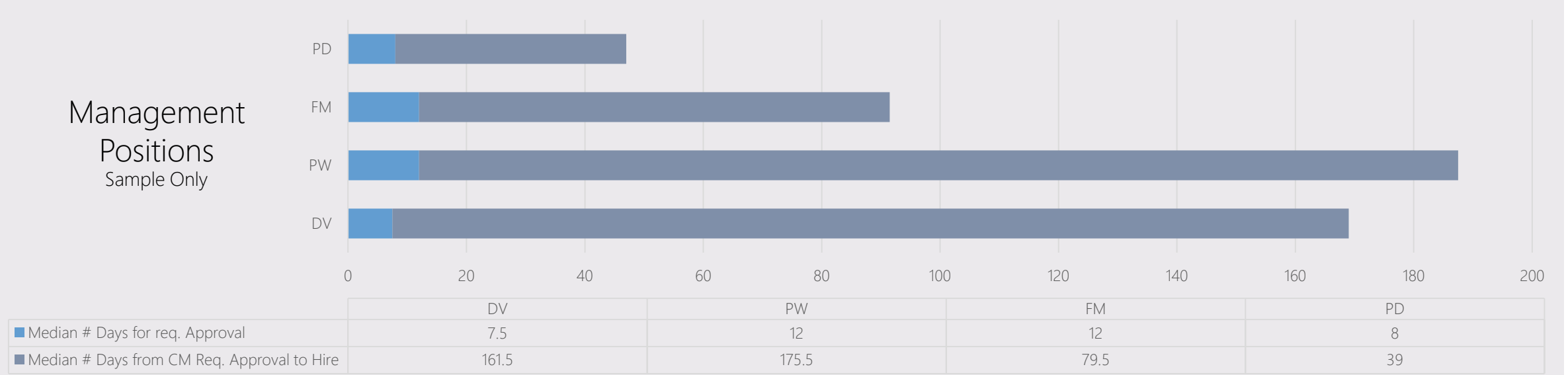
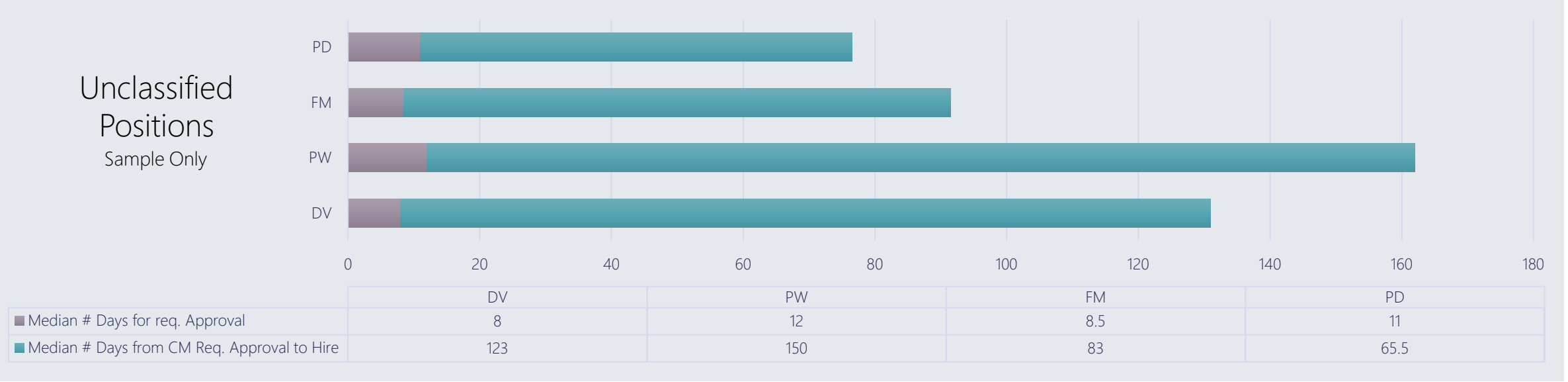
- City has antiquated systems and selection processes
- Need additional staff to expedite hiring process
- Need to update hiring process to attract candidates
- Backlog in civil service exams
- Non-classified recruitment process also challenged with lengthy timeframes
- Communication with candidates 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

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# HIRING WORKFLOW COMPARISON (Unclassified Positions)





# CIVIL SERVICE WORKFLOW EXAMPLES (Classified Positions)

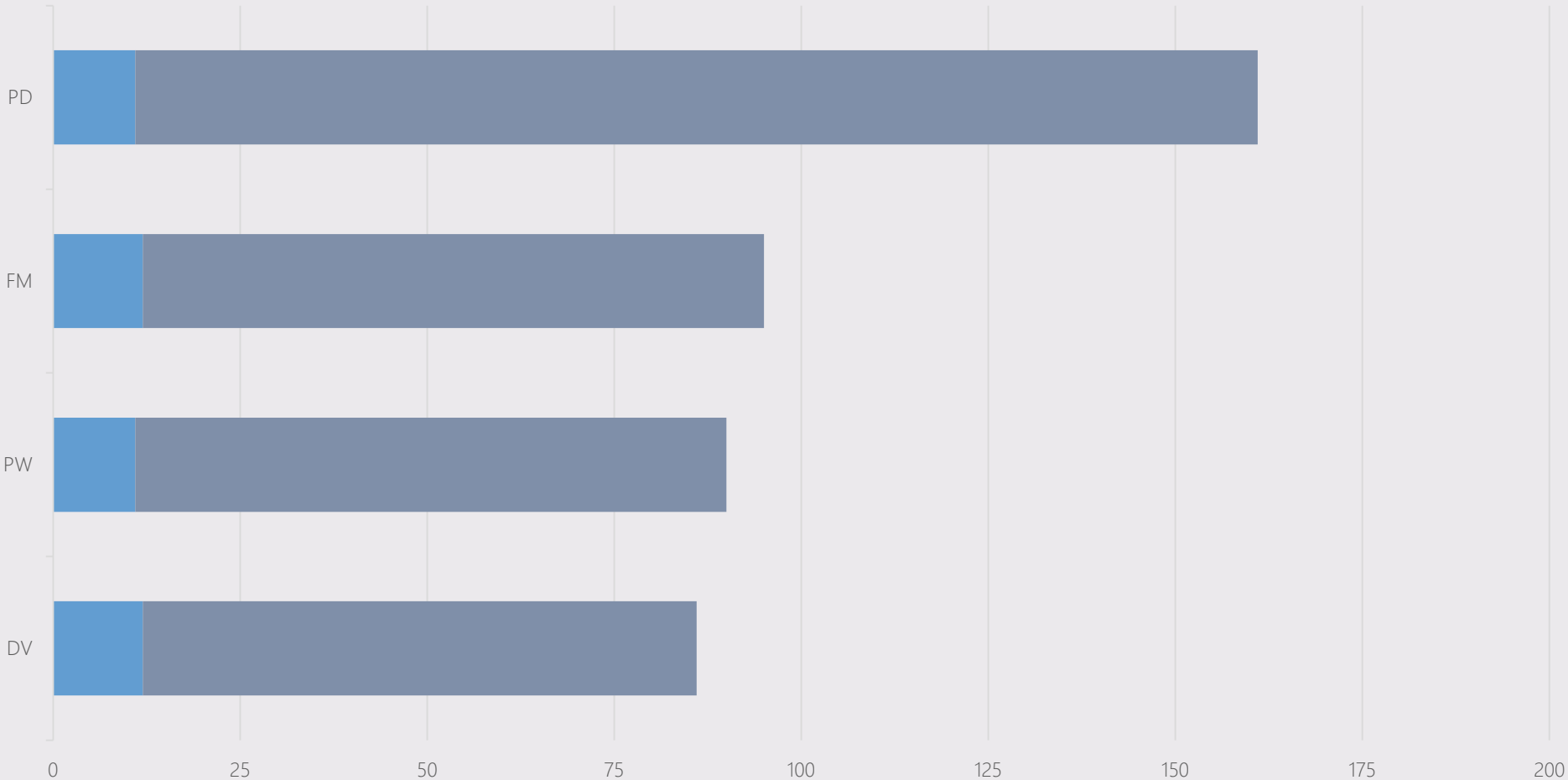
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# HIRING WORKFLOW EXAMPLES (Classified Positions)

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Eligible List in  
Place



Selected Departments -  
Median Timeframe

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

DV	PW	FM	PD
12	11	12	11
74	79	83	150

# OPTIONS FOR FILLING VACANCIES

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## 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

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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